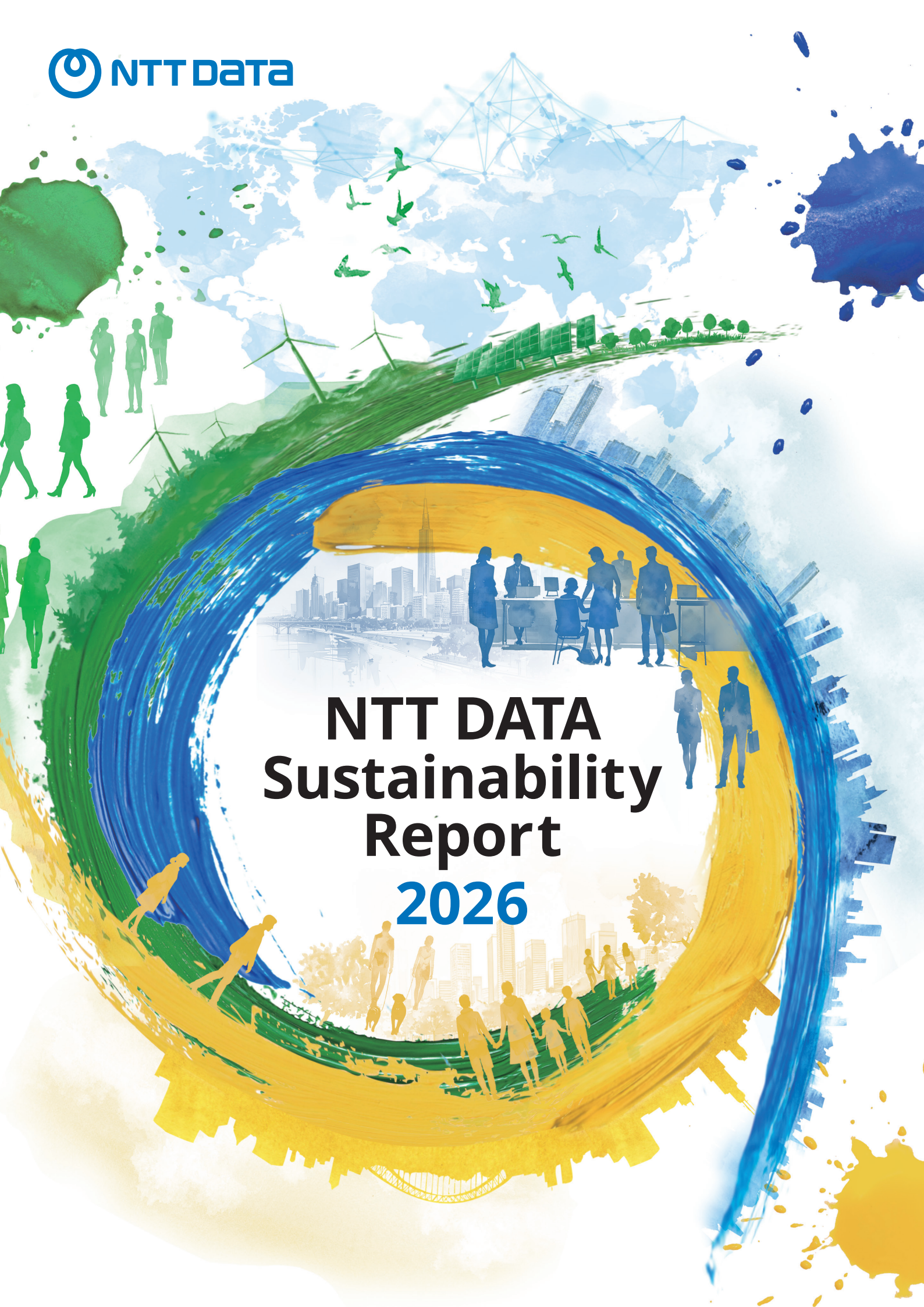


NTT DATA Sustainability Report 2026

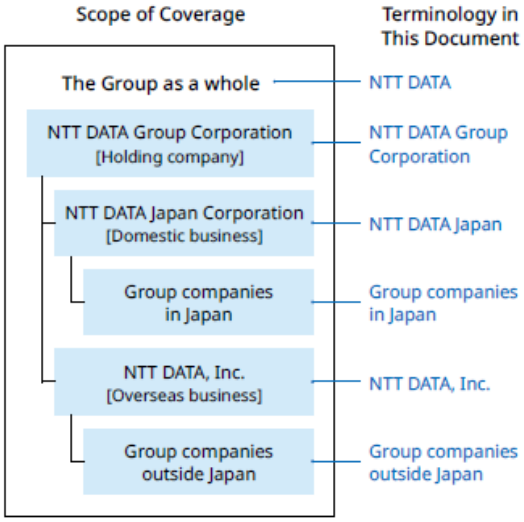
Editorial Policy

NTT DATA Sustainability Report 2026 primarily reports on the NTT DATA Group's approach to sustainability, its strategies, and specific initiatives undertaken in FY2025.

Scope and Terminology

As a general rule, the information in this report covers the consolidated Group. The scope of non-financial data and other information is specified separately where applicable. The relationship between the reporting scope and the terminology used in this report is shown in the diagram on the right.

Note: Unless otherwise stated, "NTT DATA" in the main text has the same meaning as Scope ③.



Scope
Non-financial data is disclosed for the consolidated Group, with some information provided within the scope outlined below.

① NTT DATA Group Corporation, NTT DATA Japan Corporation, NTT DATA, Inc. (Japan)
② Group companies in Japan in addition to ①
③ Group companies outside Japan in addition to ②
④ NTT DATA Group
⑤ NTT DATA
⑥ NTT DATA, Inc. (Japan)
⑦ Group companies in Japan
⑧ Group companies outside Japan

How to Use This Report

Links are provided to pages and external websites related to the information presented.

Reference page: Click the icon to go to the referenced page.

Related webpage: ⓘClick the icon to go to the website.

Navigation button: ⌂Click the button to go to the contents.

Guidelines Referenced

ⓘ Related webpage: Ten Principles of the United Nations Global Compact (UNGC)
ⓘ Related webpage: Global Reporting Initiative (GRI) Sustainability Reporting Standards
ⓘ Related webpage: Sustainability Accounting Standards Board (SASB) Standards
ⓘ Related webpage: Japan's Ministry of the Environment Environmental Reporting Guidelines (2018)
ⓘ Related webpage: Task Force on Climate-related Financial Disclosures (TCFD)
ⓘ Related webpage: Taskforce on Nature-related Financial Disclosures (TNFD)

Period of Coverage

This report primarily covers initiatives undertaken in FY2025 (April 1, 2025, to March 31, 2026), and includes certain activities from April 2026 onward.

Publication Date

September 2026 (previous issue: November 2025; published annually)

Contact Information

3-3-3 Toyosu, Koto-ku, Tokyo 135-6033, Japan
Sustainability Innovation Headquarters, NTT DATA Group Corporation
https://www.nttdata.com/global/en/

- Service names, product names, and other names appearing in this report are registered trademarks or trademarks of NTT DATA Group Corporation or their respective owners.
- This report contains not only past and present facts concerning NTT DATA and its Group companies, but also judgments, plans, and forecasts based on information available at the time of writing. Please note that results of future business activities and events might differ from these forecasts.

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NTT DATA in Numbers

(Results for the fiscal year ended March 31, 2026)

Financial

EBITDA

¥803.7 billion

Up ¥181.2 billion compared with FY2024

Operating profit

¥488.2 billion

Up ¥164.3 billion compared with FY2024

Net sales

¥5,004.6 billion

Up ¥365.9 billion compared with FY2024; Revenue growth for 37 consecutive fiscal years

New orders received

¥6,010.5 billion

Up 21.1% compared with FY2024

Order backlog

¥8,240.3 billion

Up 28.7% compared with FY2024

Total assets

¥8,622.9 billion

Up ¥845.5 billion compared with FY2024

Business Foundation

Global IT services vendor market ranking

Global market

5th

Overseas IT services vendor market ranking*1
(based on FY2024 revenue)

Data center operator market share*2

Global

3rd

IT services market ranking in Japan

Japanese market

1st

IT services market ranking in Japan*1
(based on FY2024 revenue)

Global brand strength

5th

Based on Brand Finance IT Services 2026 by U.K.-based Brand Finance

Non-Financial

GHG emissions reduction rate

Year-on-year

–9.8%

Scope 1 + Scope 2: 295,000 t-CO_2e

Share of total energy consumption from renewable sources

65%

Development of generative AI talent

Approximately 80,000

Number of employees

Approximately 200,000

Top Employer

37 countries and regions

Certified for three consecutive years

Certification as a Global Top Employer 2026

Percentage of employee engagement

Positive responses*3

70%

Percentage of male employees taking childcare leave (Japan)*4

103.1%

Percentage of women in managerial positions (Japan)*5

14.0%

Doubled over the past five years

Number of participants in social contribution activities (global)

40,971

*1 Calculated by NTT DATA based on Gartner®, Market Share: Services, Worldwide, 2024, Neha Sethi et al., 11 April 2025, Vendor Revenue Basis.
*2 Prepared by NTT DATA based on Structure Research (July 2024). Excludes Chinese operators and includes certain assets owned by NTT.
*3 Percentage of positive responses to "I am proud to work for this company." The figure represents the aggregate for NTT DATA Group Corporation, NTT DATA Japan, NTT DATA, Inc. (Japan), and major Group companies in Japan and overseas.
*4 Childcare leave take-up rate: Numerator: male employees who took childcare leave or leave for childcare purposes during the fiscal year / Denominator: male employees whose children were born during the fiscal year.
*5 Results for NTT DATA Group Corporation, NTT DATA Japan, and NTT DATA, Inc. (Japan).

NTT DATA Philosophy

Mission and Values

We introduce the Mission, Values, Culture, and NTT DATA Code of Business Ethics, which guide every executive and employee in determining what they need to do and changing the way they act to transform the business itself.

ⓘ Related website : Mission and Values

Mission

A declaration of the organization's current focus and reason for being. Present-focused and action-oriented.

Accelerate client success and positively impact society through responsible innovation.

NTT DATA uses information technology to create new systems and value, contributing to a more prosperous and harmonious society.

Values

Standards for behavior, ethics, and priorities that shape the organization's culture.
Signal how employees should interact with one another, customers, and the community.

Respect every voice.

We grow by listening. We invite different viewpoints, honor every background, and encourage sharing perspectives to learn from one another.

Every voice has the power to create new value. We share our perspectives, learn from one another, and make our differences the starting point for action.

Think big. Be bold.

We stretch beyond what's expected. Curiosity fuels us, ambition drives us, and innovation is how we push boundaries to shape the future.

We envision the future we want and take on challenges without fear of difficulty. We exceed expectations and create the next normal.

Deliver the outcome.

We build trust by keeping our word. We act with integrity and hold ourselves accountable—always choosing to do the right thing.

We pursue true value for society, our clients, and ourselves. We act with integrity and deliver tangible outcomes.

Win together.

We lift each other up. We collaborate across borders, share openly, and succeed as one global team.

Regardless of differences in nationality, organization, or position, we respect one another as professionals. Together, we elevate one another and create new value worldwide.

Culture

The aspirational culture we aim to build, which enables our organization and our people to realize their potential, and supports achieving our Mission and acting on our Values.

Be the place where people grow.

NTT DATA Code of Business Ethics

Our guideline that defines how NTT DATA and our people are expected to conduct themselves—ethically, legally, and with respect for people and society.

ⓘ Related website : Mission and Values (NTT DATA Code of Business Ethics)

CEO Message



Creating a Virtuous Cycle of Sustainable Value Creation through Quality Growth

In the fiscal year ended March 31, 2026, NTT DATA reached the milestone of approximately ¥5 trillion in revenue, comprising ¥2 trillion in Japan and ¥3 trillion overseas. Our endeavors over many years are also beginning to bear fruit, as demonstrated by our ranking among the world's top five IT services brands. At the same time, our operating environment is changing significantly with the rapid advancement of generative AI and growing demand for data centers. We cannot reach the next stage simply by continuing to grow along the same trajectory. That is why I have placed Quality Growth, or growth with a focus on quality, at the center of management and set a target of increasing EBITDA 1.5-fold, from ¥800 billion in 2025 to ¥1.2 trillion in 2030.

Quality Growth: Becoming the World's Most Trusted Transformation Partner

In September 2025, NTT DATA reached a major strategic turning point when it became a wholly owned subsidiary of NTT and was delisted. I believe this has laid the foundation for swift decision-making and agile investment, enabling us to further advance our growth strategy. The 2030 EBITDA target is an important management objective toward increasing corporate value 1.5-fold. Achieving this target requires us to continue delivering greater value to clients, creating services that society needs, and providing a place where every employee can grow. Through these efforts, we will establish a virtuous cycle that generates sustained profit growth and enhances our capacity to invest in future growth.

NTT DATA's strength lies in its Last Mile capabilities, which enable us to organically connect data centers, AI, cloud, consulting, security, industry-specific expertise, and productized new services and solutions to carry client transformation through to implementation. In the AI era in particular, the ability to support infrastructure, data, applications, and business transformation as an integrated whole will be essential. NTT DATA operates one of the world's top three data center businesses. By addressing clients' data-sovereignty needs while maintaining security, we will provide integrated services from infrastructure through applications safely and reliably. At the same time, in response to the growing environmental burden associated with AI, we are working toward Net-Zero by 2040 through measures including the use of renewable energy and highly efficient advanced cooling technologies at data centers. Building on trusted client relationships and strong implementation capabilities, NTT DATA aims to become the world's most trusted transformation partner.

Sustainability at the Heart of Our Business

For me, sustainability is not a special initiative separate from our business. NTT DATA advances Planet positive, Prosperity positive, and People positive. Of these, Prosperity positive most clearly reflects what makes us distinctive. Every area of society, including finance, government, healthcare, manufacturing, and distribution, is supported by systems, while data centers and the use of data have become social infrastructure in their own right. For this reason, advancing each system and service safely and reliably is directly linked to the sustainability of society. This is sustainability at the very heart of our work.

Social Impact Embedded in Our Mission

This belief is also embedded in our common global Mission: "Accelerate client success and positively impact society through responsible innovation." During discussions on the Mission, one initial proposal used the phrase "while positively impacting society." However, "while" could make having a positive impact on society appear secondary to client success. I believe that accelerating client success and positively impacting society should carry equal weight, so I insisted on connecting them with "and." We take pride in the fact that NTT DATA's business is deeply involved in bringing about social transformation.

Responsible Innovation also expresses our determination to continually assess both the benefits and challenges of advanced technologies and implement new systems in society responsibly. AI, cloud services, and data centers create significant value for clients and society, while also giving rise to new challenges involving security, privacy, AI ethics, and environmental impact. For this very reason, NTT DATA's mission is to use technology responsibly and deliver sustainable value to clients and society.

Values and Culture as Drivers of Growth

For me, our Values begin with "Respect every voice." I believe that listening to our diverse stakeholders—clients, employees, partners, investors, and society—is the starting point for everything we do. From there, we move on to "Think big. Be bold." and "Deliver the outcome." and finally "Win together." We will put this story into practice as one global team.

Above all, people are the driving force behind sustainable growth. We aspire to "Be the place where people grow." We cannot provide excellent services to our clients unless we are a company where every employee can grow and find fulfillment in their work. NTT DATA has a deeply rooted commitment to take responsibility and see things through to the end. We will harness that strength to achieve Quality Growth and contribute to a more prosperous and harmonious society.



Kazuhiko Nakayama
NTT DATA Group Corporation
Representative Director, President and Chief Executive Officer

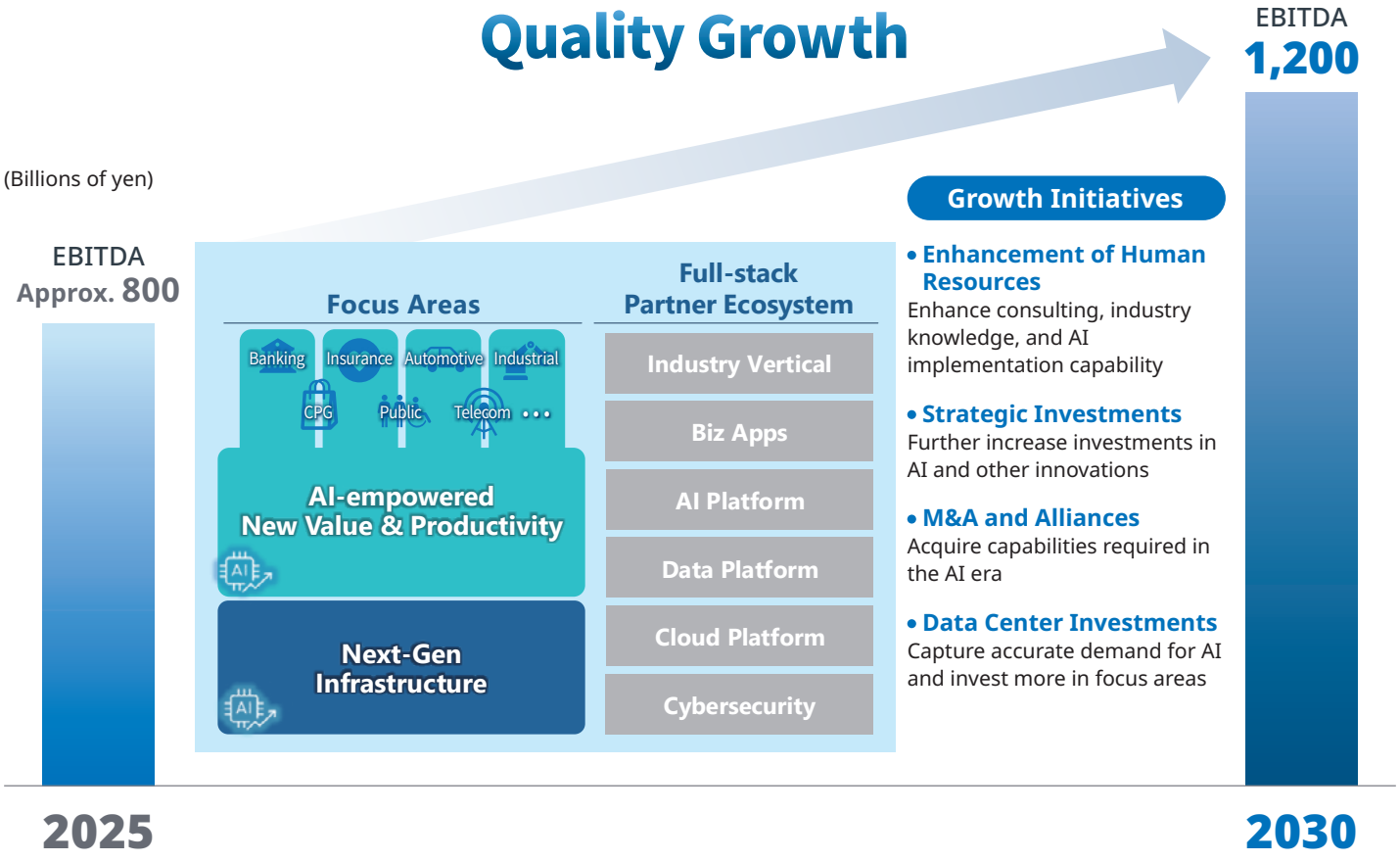
Strategy for Achieving Quality Growth

NTT DATA is pursuing growth strategies aimed at achieving "Quality Growth" by capitalizing on changes in the business environment in the AI era. Building on our core businesses—Consulting, IT Services, DC & Connectivity, and Technology Solutions—we have designated "AI-empowered New Value & Productivity" and "Next-Gen Infrastructure" as Focus Areas and support clients in transforming their businesses and creating new value.

In addition, we are enhancing our human resources, making strategic investments, pursuing M&A and alliances, and investing in data centers to support growth. Through these initiatives, we will accelerate global business growth and aim to achieve EBITDA of ¥1.2 trillion by FY2030.

Quality Growth is not simply about expanding scale; it is an approach to continuously deliver value to clients and society while enhancing profitability and growth potential. Through the steady execution of its growth strategy, NTT DATA aims to achieve sustainable growth in corporate value.

Strategy for Achieving Quality Growth



Embedding Sustainability, Driving Quality Growth

NTT DATA's Global Approach



David Costa
NTT DATA Group Corporation
Executive Officer
Corporate Planning General Headquarters
Head of Sustainability Innovation Headquarters
NTT DATA, Inc. CSBO

As Head of Sustainability Innovation Headquarters at NTT DATA Group Corporation and Chief Sustainability Business Officer (CSBO) of NTT DATA, Inc., I am working to advance sustainability management. Geopolitical uncertainty, climate-related risks, the rapid evolution of AI, and changing stakeholder expectations are fundamentally reshaping how companies create value. In this environment, sustainability is no longer limited to regulatory compliance or corporate social responsibility; it is a critical management priority that supports resilience, innovation, and long-term competitiveness.

NTT DATA views sustainability as a force for driving business transformation. Our role is to combine technology, AI, and cross-industry expertise to address complex social challenges through responsible innovation and create measurable value for clients and society. We are advancing our initiatives with the 3 Positives—Planet positive, Prosperity positive, and People positive—and 13 material issues serving as a common global framework.

Corporate Sustainability: Fostering a Responsible Corporate Culture That Underpins Trust —Embedding Sustainability in Everyday Decision-Making

Corporate sustainability means embedding sustainability in our own corporate activities and strengthening a responsible corporate culture and business foundation. Transforming ourselves into a more sustainable and trusted company strengthens our ability to support client transformation and expand our positive impact on society.

Generative AI in particular can dramatically improve productivity and enable innovation, while also creating complex challenges involving ethics, transparency, cybersecurity, privacy, misinformation, and growing energy demand. Success in the AI era will not be determined solely by how quickly companies can adopt technology. What matters is how responsibly they govern and use it.

Leadership Supporting Responsible Innovation

I believe responsible innovation begins with responsible leadership. We must embed ethical principles, transparent governance, and accountability throughout the development and use of technology. Just as quality is inseparable from business operations, sustainability should be embedded in every decision we make.

Business and Sustainability: Creating New Value through Responsible Innovation —Turning Sustainability into a Growth Opportunity

Sustainability also represents a significant business opportunity for us. The convergence of AI, digital infrastructure, and industry transformation is creating unprecedented opportunities to improve productivity, strengthen resilience, and address social challenges. By integrating technology, cross-industry expertise, and global capabilities and connecting people, technology, and partners, NTT DATA will create measurable business value and a positive impact on society.

AI for Sustainability and Sustainability for AI

AI has the power to accelerate business process optimization, strengthen supply chains, reduce environmental impact, and facilitate the transition to more sustainable business models. At the same time, AI is increasing energy demand. That is why we believe we must advance both "AI for Sustainability" and "Sustainability for AI." We will maximize AI's potential while making the digital infrastructure that supports it safer, more efficient, and lower-carbon.

From Client Zero to Value for Clients and Society

Our efforts begin with our own transformation. Through our Client Zero approach, in which we serve as the first proving ground, NTT DATA embeds technology and sustainability practices throughout its own business activities. By sharing insights gained from our own transformation with our clients, we will help them accelerate their sustainability initiatives with greater confidence.

Sustainability goes beyond regulatory compliance. It is a driving force for innovation, resilience, competitive advantage, and long-term value creation. Together with colleagues around the world, we will embed the 3 Positives in everything we do and combine responsible innovation with execution capabilities grounded in trust to create lasting value for our clients, society, and the planet.

Overview of Quality Growth with 3 Positives





Minoru Umehara

NTT DATA Group Corporation
Representative Director and Senior Executive Vice President / CFO / CSO

Advances in generative AI are transforming the business environment at an unprecedented pace. In this era, improving profitability through technology alone is not enough for a company to remain a trusted partner. As reflected in our inclusion of Responsible Innovation in our Mission, we are increasingly expected to embed sustainability considerations, including the environment, human rights, and ethics, into management and deliver value responsibly. While working in our North American business, I helped launch a sustainability business in my role as Chief Sustainability Business Officer. Drawing on that experience, we will pursue Quality Growth by treating sustainability not only as a means of protecting corporate value but also as a key management priority for enhancing the quality of growth.

Contributing to the 3 Positives through Our Business

NTT DATA focuses on helping clients address their challenges through its business and extending the resulting positive impacts to the environment, the economy, and society. This section presents representative examples of how NTT DATA creates value through its business from the three perspectives of Planet positive, Prosperity positive, and People positive.

Planet positive

SustAInability—Combining AI-enabled Value Creation with Reduced Environmental Impact

Addressing Environmental Impacts Associated with Expanded AI Use

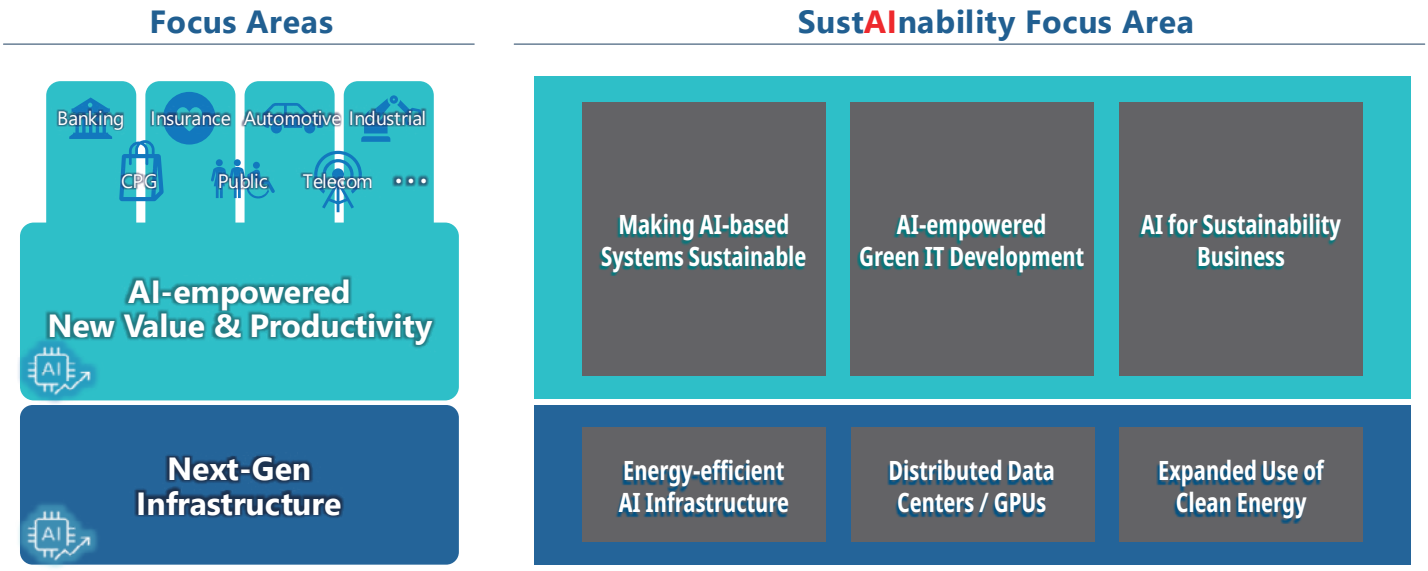
As the use of AI expands globally, increasing attention is being paid to its environmental impacts, including the rapid growth in electricity consumption.

NTT DATA is working to maximize the positive environmental impact of AI use while minimizing negative impacts such as environmental burdens. We call this approach "SustAInability." Under the two Focus Areas in our growth strategy —"AI-empowered New Value & Productivity" and "Next-Gen Infrastructure"—we are pursuing AI-enabled value creation and reduced environmental impact.

Under "AI-empowered New Value & Productivity," we provide new value to clients and society through AI while developing IT systems that incorporate sustainability considerations, including mechanisms to monitor the environmental impact of AI-based systems and methods to reduce it.

Under "Next-Gen Infrastructure," we are developing energy-efficient infrastructure for AI use, creating mechanisms to use electricity and GPU resources efficiently by distributing the data centers and GPUs required for AI, and promoting the use of clean energy, including renewable energy, at our facilities. Through these approaches, we maximize the value delivered through AI while minimizing its environmental impact.

Overview of SustAInability



Six Priority Areas for SustAInability

NTT DATA has identified six focus areas for realizing SustAInability.

“AI-empowered New Value & Productivity”

Sustainable AI-based Systems

NTT DATA is making AI-based systems more sustainable by establishing mechanisms to monitor environmental impacts; developing methods that account for environmental impacts; using environmentally conscious hardware for development; providing hybrid AI and best practices to support work requiring knowledge and common sense; and deploying tsuzumi 2, a lightweight, high-performance large language model.

AI-empowered Green IT Development

To achieve both short delivery times and high quality in IT development, NTT DATA develops a wide range of systems using TERASOLUNA, a solution for open systems development. We are also pursuing AI-Native development, in which AI takes the lead and the development environment is optimized so that AI can perform to its fullest potential.

Creating New Value through AI

We promote the use of AI to optimize a wide range of business processes, help solve challenges, improve productivity, and create new value. For example, using AI to calculate GHG emissions across entire systems, from hardware to applications, supports the accurate and rapid generation of environmental data and helps address the root causes of issues.

“Next-Gen Infrastructure”

Energy-efficient AI Infrastructure

To reduce the environmental impact of AI, we are making the infrastructure used for AI more energy-efficient. Initiatives include improving hardware resource efficiency through GPU as a Service, introducing high-efficiency server cooling technologies, visualizing greenhouse gas emissions from AI servers, and deploying container data centers for AI that enable local production and consumption of renewable energy.

Distributed Data Centers / GPUs

We improve the efficiency of electricity and GPU resources used across distributed data centers. By shifting processing to geographically dispersed data centers according to the time of day and operating distributed data centers using IOWN, the NTT Group’s next-generation information and communications infrastructure, we help reduce electricity consumption.

Use of Clean Energy

We are expanding the use of clean energy in AI infrastructure. Specifically, we use renewable energy from sources such as solar, wind, and hydropower at data centers to reduce environmental impacts, including GHG emissions from infrastructure. NTT DATA is working toward achieving Net-Zero for Scope 3 by FY2040.

Specific examples of SustAInability are provided in “Secure and Sustainable-by-design Services and Solutions.”

Reference page: Prosperity positive—“Secure and Sustainable-by-design Services and Solutions”

Prosperity positive

Aisaku—Supporting the Sustainability of Communities and Food and Agriculture

Applying Financial-sector Expertise to Communities and Food and Agriculture

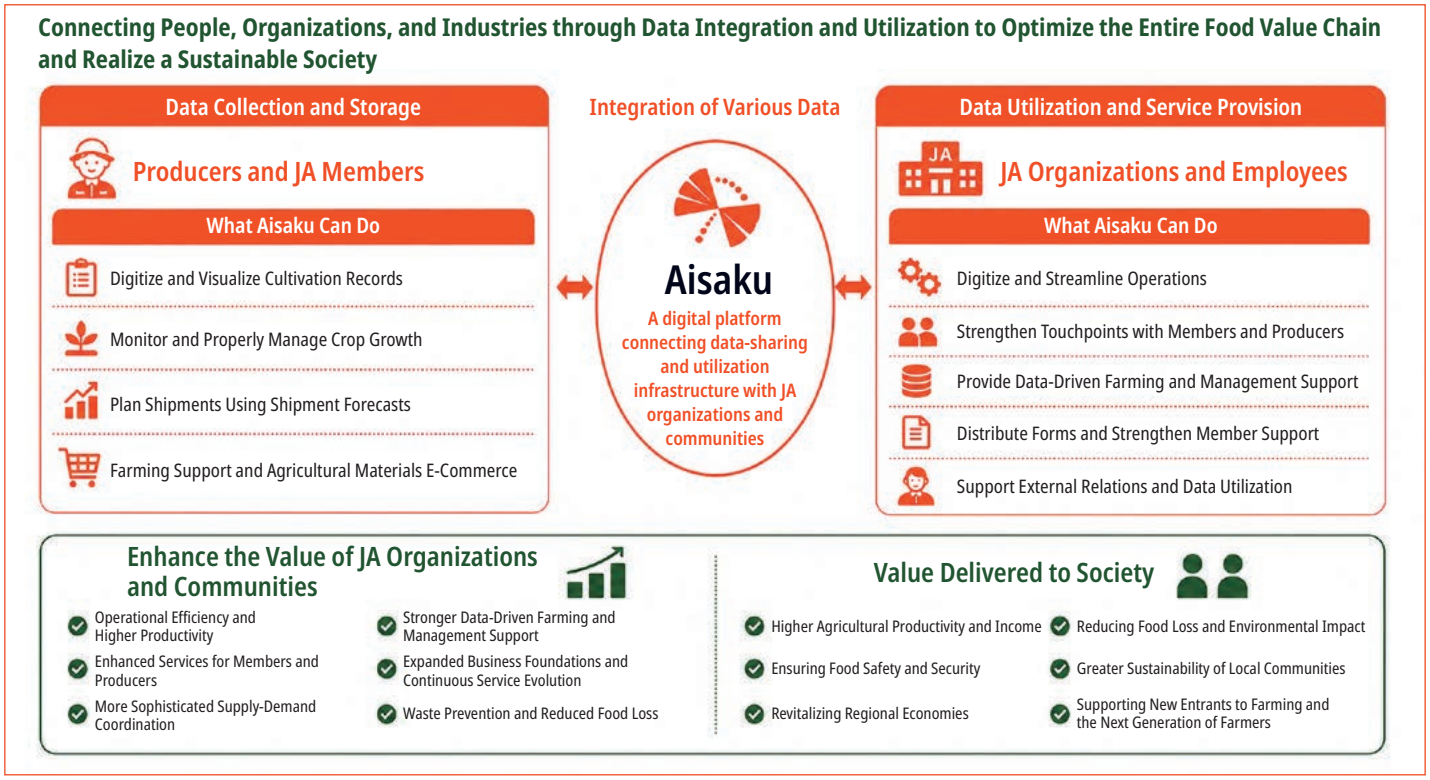
For many years, NTT DATA Japan has supported financial services that underpin society and the economy, including core infrastructure and Internet banking for financial institutions. Finance functions are like the lifeblood of society, circulating through people's lives, corporate activities, and regional economies. Our strengths developed in the financial sector go beyond improving operational efficiency at financial institutions. By connecting with various industries through financial institutions' customer bases and regional touchpoints, we create new customer experiences and regional value. NTT DATA Japan co-creates with the JA Group to provide a variety of digital services.

Supporting Food and Agriculture Value Chains through Aisaku

The JA Group's businesses are founded on maintaining and developing regional economies. However, declining and aging rural populations and the resulting decrease in farmers have led the JA Group to improve management efficiency by reorganizing branches and reviewing facilities. At the same time, reductions in branches, facilities, and personnel have reduced contact with members and local users, making it more difficult to provide access to services and respond flexibly to user needs. Addressing these challenges requires digital initiatives that combine remote services requiring little human intervention with attentive face-to-face services delivered by people. Through co-creation with the JA Group and the provision of various digital services, NTT DATA Japan is helping build sustainable and prosperous communities.

Specific initiatives include reducing production labor hours by digitizing cultivation records; building e-commerce sites that streamline the procurement of agricultural supplies in as little as two weeks; and using locally tailored algorithms based on cultivation and weather data to forecast shipment timing and harvest volumes, thereby increasing sales across production areas and streamlining operations. Aisaku is used throughout Japan and contributes to regional development. By supporting the advancement of food and agriculture communities comprising JA organizations, farmers, and local residents, NTT DATA Japan provides new value to the people involved in Japan's food and agriculture sectors.

Aisaku Platform Supporting JA and Local Communities



Every service offered through Aisaku is created through co-creation with users, including JA organizations, agricultural businesses, and local residents. To deliver services that will truly continue to be used in food and agriculture settings, we prioritize understanding the social challenges stakeholders experience every day and their genuine needs for improving efficiency across farming operations through workshops, interviews, proofs of concept, and other activities. We co-create so that Aisaku contributes to the development of JA organizations, users, and communities.

Aisaku Implementation Examples

JA Namegata Shiosai



A Partnership Supporting ASIAGAP Certification and Expansion into Global Markets

JA Namegata Shiosai, located in a major sweet potato production area in Ibaraki Prefecture, sought to expand exports of roasted sweet potatoes overseas but faced the challenge of obtaining ASIAGAP certification, an international safety standard. Its previous paper-based processes made it difficult to manage the extensive records required for certification.

Impact

To address this challenge, the organization introduced the Aisaku Cultivation Management System. Through an integrated co-creation approach involving JA Namegata Shiosai, the Ibaraki Prefectural Agricultural Extension Center, and NTT DATA Japan, the project provided comprehensive support spanning system implementation, operational design, and producer training.

- Seven producers obtained ASIAGAP certification in September 2024
- Reduced the workload associated with field visits by JA personnel by more than 50%
- Significantly streamlined evidence management during audits and reduced producers' recordkeeping burden
- Established a production foundation capable of meeting international standards to support export expansion

JA Shinshu Suwa



A New Form of Member Services —Closer and More Accessible

At JA Shinshu Suwa, mailing costs and the workload associated with enclosing and distributing various paper documents to members and employees had been increasing each year. Paper-based communication was also slow, delaying responses to members and making it difficult to provide services promptly.

Impact

To address these challenges, JA Shinshu Suwa introduced the Aisaku Member Portal. The portal enables online delivery of a wide range of documents previously provided on paper, including fruit, vegetable, and flower market information; purchase invoices; dividend notices; and announcements from JA. The application version also includes chat and messaging functions, enabling real-time communication between members and JA employees. More than a simple information tool, it continues to evolve as a co-creation project that responds to members' requests by jointly planning and implementing engaging campaigns in which members can participate.

- More than 2,000 users registered within just over one year of launch
- Paperless invoices reduced monthly postage costs by ¥90,000–¥100,000
- Created a digital membership card for agricultural materials store customers with identity authentication and account linkage

Value for Customers

Reducing producers' workloads through digital cultivation management; improving the quality of farming guidance; streamlining JA member management; providing data-driven management and farming support; improving member services; and enhancing producer support

Social Value

Maintaining the sustainability of regional agriculture; supporting food safety and security through data visualization; increasing producer incomes and contributing to the development of regional economies; and building communities that connect JA organizations, members, and local residents through a communication platform

ⓘ Related website : Aisaku | Creating the Future of Local Communities (japanese only)
ⓘ Related website : Sustainability Report 2025 (page 17)

Aisaku expands value from streamlining individual operations to optimizing the entire food and agriculture value chain. Drawing on its experience in building social infrastructure and shared-use services in the financial sector, NTT DATA Japan will work with JA organizations, agricultural producers, and local residents to support sustainable regional economic development and the future of food.

People positive

CARE La CARE—Supporting the Balance between Work and Caregiving

Social Issues Facing Working Caregivers

Japan's declining birth rate and aging population are driving a rapid increase in working caregivers—people who work while caring for a parent. Caregiving is an issue faced by many employees in the generations central to business operations. At a time when companies face increasingly severe talent shortages, productivity losses and employee turnover associated with caregiving directly translate into management risk. The Ministry of Economy, Trade and Industry estimates that the number of working caregivers will reach 3.18 million by 2030 and that economic losses from caregiving-related productivity declines and turnover will exceed ¥9.2 trillion. NTT DATA Japan established NTT DATA Life Design Corporation and offers CARE La CARE, which combines support for companies and individual working caregivers. The service helps prevent caregiving-related resignations and productivity declines and helps create an environment where working caregivers can continue working with confidence. Tokio Marine & Nichido Fire Insurance, which shares the vision behind the initiative, is collaborating with us through a partnership that includes a capital alliance.

介護もキャリアもうまくいく
CARE la CARE
ケアラケア

CARE La CARE Support for Companies and Employees

Following the April 2025 revision of the Child Care and Family Care Leave Act, companies are advancing support to help employees balance work and caregiving, but employee awareness and utilization rates remain low. More than half of companies do not understand the actual circumstances of their employees, creating gaps between available support and employee needs. In addition, employees' caregiving situations and concerns vary, making uniform communications less likely to reach those who need support.

Employees facing caregiving responsibilities, meanwhile, tend to carry anxiety and stress about balancing work and caregiving. Consultation desks often provide only information, and there is growing demand for a trusted advisor who understands each person's circumstances and accompanies them through the process. For people requiring care, non-insurance services paid entirely out of pocket present a high barrier when long-term care insurance services are available with only 10%–20% copayments, limiting their use.

Working caregivers can view non-insurance services as private services that provide care for their parents on their behalf; reframing and communicating their value could create and expand a new market.

CARE La CARE helps address social challenges through the following two services.

CARE La CARE Concept

As Is

- ✓ Statutory programs are in place
- ✓ However, programs do not necessarily reach individual employees at different caregiving stages or with differing concerns, resulting in low awareness and utilization rates

→ Employees do not yet have an environment in which they can each continue working with confidence

CARE la CARE ケアラケア

Providing supporting mechanisms that make corporate programs and measures more effective

① Understand employees' actual circumstances
② Provide individualized feedback
③ Provide support to employees
④ Provide individualized support to employees facing caregiving responsibilities
⑤ Measure effectiveness

To Be

- ✓ Programs and measures can be designed and revised based on employees' actual caregiving circumstances
- ✓ Each employee can understand their situation and the programs and measures appropriate for them and use them when needed
- ✓ Employees whose issues could not be resolved through company programs and measures alone can receive support

→ An environment is in place in which each employee can continue working with confidence, enabling them to balance work and caregiving

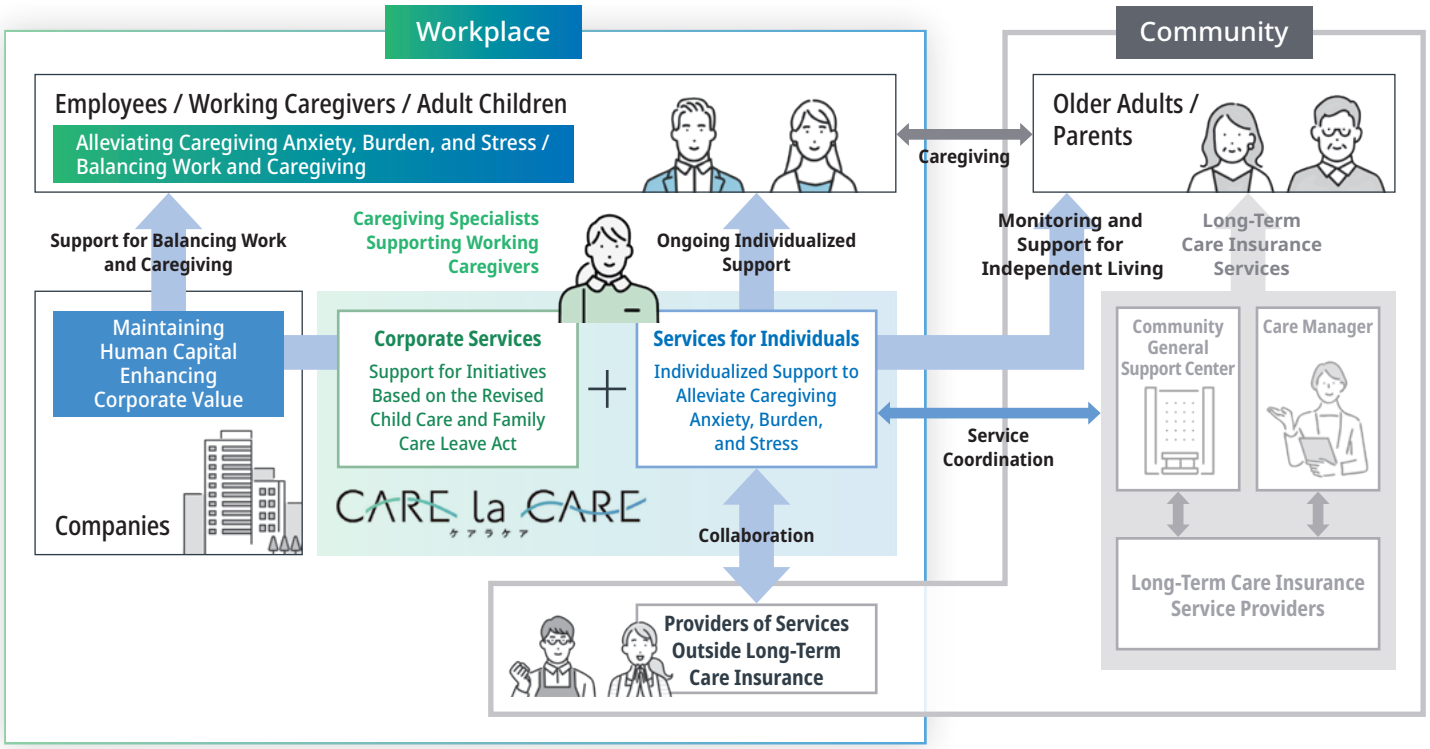
→ Higher employee engagement helps curb caregiving-related resignations and productivity declines

→ Corporate value increases

For corporate clients, employee survey responses are analyzed using generative AI to classify employees by type and visualize overall caregiving trends, providing the information companies need to design programs. Generative AI also creates personalized reports based on the survey results and distributes them to relevant employees, enabling each person to understand their own situation and the appropriate company support and to access assistance when needed. In personalized counseling, Care Life Designers—specialists in caregiving—assess the type and level of support needed to balance work and caregiving and support employees facing caregiving responsibilities, including by introducing services for individuals when appropriate.

For individuals, Care Life Designers serve as trusted advisors to employees. Working with a range of partners, including providers of services outside long-term care insurance, they combine digital technologies such as generative AI with human support and provide ongoing assistance tailored to each individual's circumstances, including daily living assistance, emergency response, and monitoring, to alleviate caregiving-related anxiety and burdens.

Services Provided by CARE La CARE



Value for Customers
Preventing productivity declines caused by caregiving-related resignations; visualizing latent risks such as caregiving-related turnover; creating an environment where employees can discuss caregiving concerns; and realizing a workplace where employees can balance work and caregiving

Social Value
Realizing a society in which working caregivers can continue their careers; supporting both the lives of caregivers and care recipients and continued business activity; and sustaining productivity in a society with a declining birth rate and aging population

Through CARE La CARE, NTT DATA Japan will help realize a society where working caregivers can balance caregiving and work, reduce the economic losses associated with caregiving, and contribute to further economic development.

ⓘ Related website : NTT DATA Life Design Corporation (japanese only)
ⓘ Related website : CARE La CARE—Making Both Caregiving and Careers Work | NTT Group Sustainability Conference



Sustainability Management

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Three Pillars and 13 Material Issues

NTT DATA advances sustainability management using the 3 Positives and 13 material issues established in FY2025 as a common global framework. During the past fiscal year, we strengthened our global implementation framework and execution management to enhance the effectiveness of initiatives addressing the 13 material issues and advanced these initiatives in an integrated manner with our business strategy.

The 3 Positives embody our commitment to sustainable growth for both our business and society by reducing the negative impacts of our business activities and generating positive impacts on the environment, economy, and society. We will continue contributing to a sustainable society from the three perspectives of Planet positive, Prosperity positive, and People positive.

3 Positives and 13 Material Issues

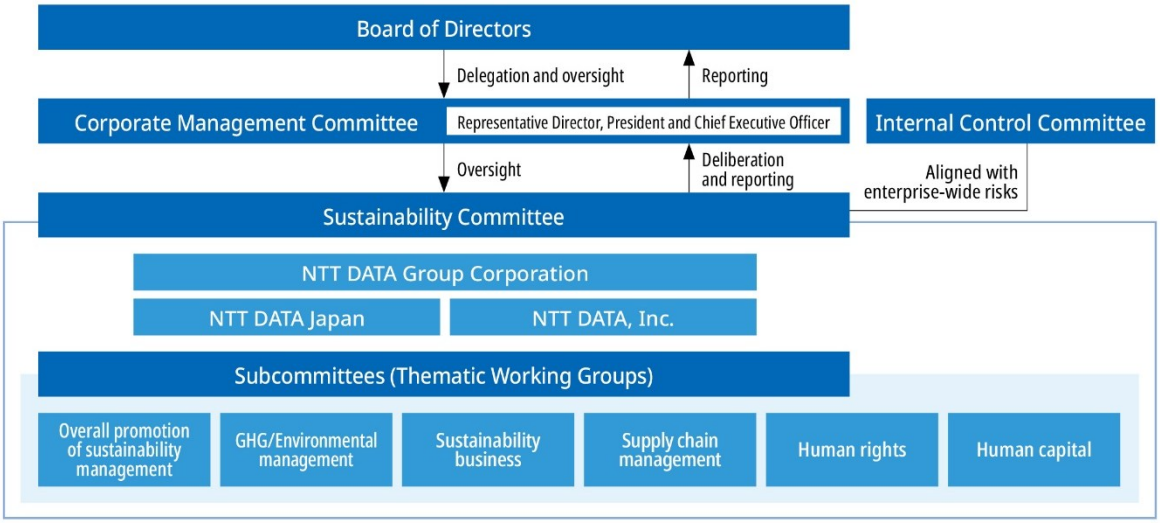


Promotion System

NTT DATA has established a framework centered on the Sustainability Committee to advance initiatives based on the 3 Positives and 13 material issues across the global organization.

The Sustainability Committee is chaired by the officer responsible for corporate functions, who serves as Representative Director and Senior Executive Vice President, and comprises the relevant leaders of NTT DATA Group Corporation, NTT DATA Japan, and NTT DATA, Inc. Under the oversight of the Board of Directors and the leadership of the Representative Director, President and Chief Executive Officer, the Committee discusses sustainability-related policies, targets, measures, and progress and reports material matters to the Corporate Management Committee and the Board of Directors. To enhance the effectiveness of initiatives for each material issue, six thematic subcommittees (thematic working groups) have been established to promote measures and manage progress globally.

Sustainability Committee



Note: Committee name: Sustainability Committee
Chair: Representative Director and Senior Executive Vice President / CFO / CSO
Meeting frequency: Four times a year

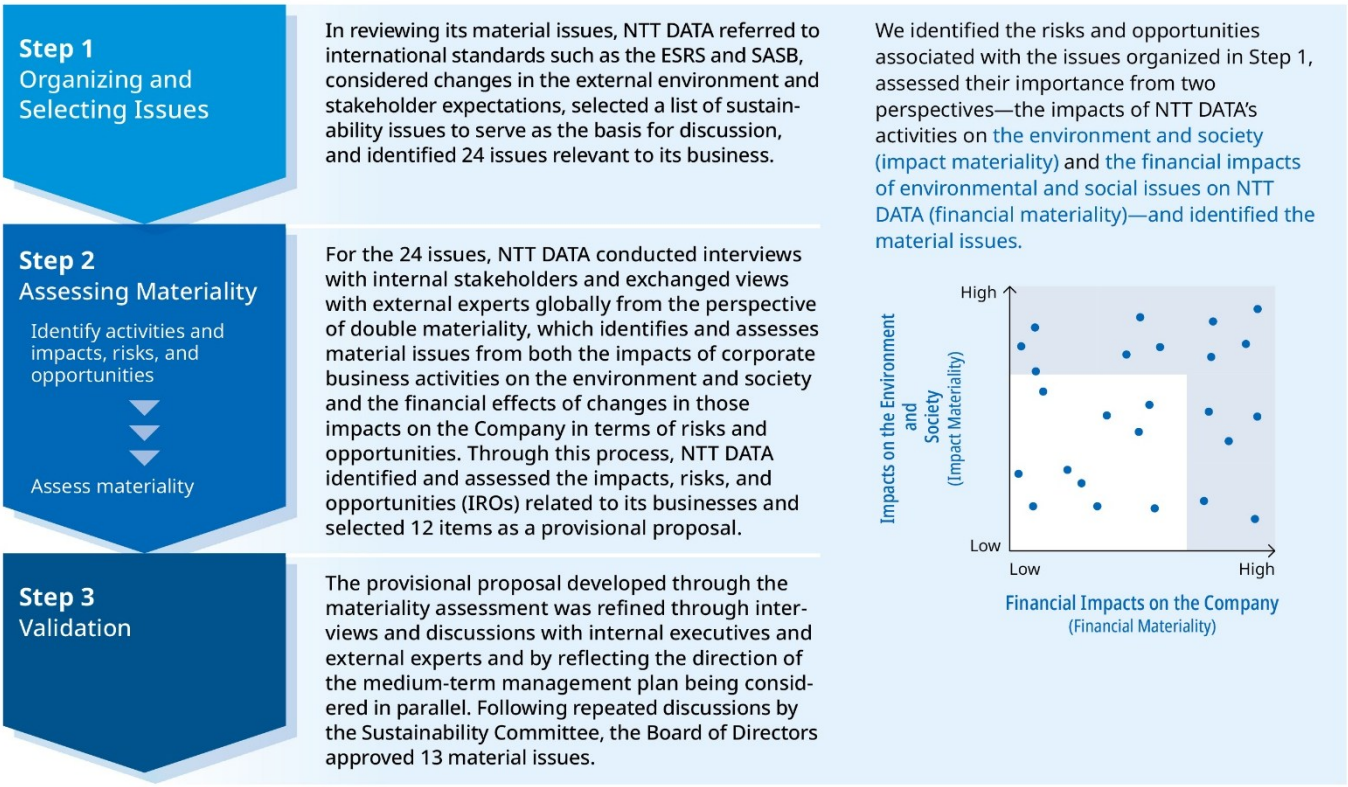
Process for Reviewing and Determining Materiality

In light of changes in its business portfolio and the rapid advancement of emerging technologies, NTT DATA reviewed its material issues in 2025. Through initiatives addressing the 13 newly defined material issues, we will promote business activities that create positive impacts on the environment, economy, and society.

Process for Defining Materiality

In defining our materiality, we follow the steps illustrated in the figure below to identify the impacts of NTT DATA's activities on the environment and society, as well as the risks and opportunities that might affect NTT DATA's financial performance, and designate them as key materiality.

Process for Defining Materiality



Background for Reviewing Materiality

NTT DATA aims to further strengthen its "Proposal–Implementation–Outcome" model, support the sustainable growth of its clients, and create new infrastructure services that flexibly support diverse business activities in the AI era by integrating the Group's strengths in IT, data centers, and connectivity.

In light of these changes in the business portfolio and the significant shifts in the business environment, including the rapid advancement of technologies such as generative AI, we conducted a review of our materiality.

Dialogue with Stakeholders

To enhance business sustainability, NTT DATA engages appropriately with stakeholders, taking into account its relationship with each stakeholder group and the issues involved. Through dialogue in our day-to-day operations, we foster throughout NTT DATA a commitment to working alongside stakeholders. We also consider the expectations of society at large and work to address social issues.

Stakeholders		Key Approaches
Clients	All clients, including corporations and other entities that use services provided by NTT DATA	• Day-to-day sales and proposal activities and service delivery • Customer satisfaction surveys (questionnaires and interviews) • Workshop on addressing social challenges: p. 116, “Digital Accessibility” • NTT DATA Foresight Day ⓘ Related webpage: NTT DATA Foresight Day 2026 (japanese only)
Employees	NTT DATA employees and their families	• HR systems designed to make work rewarding for employees Reference page: People positive “Culture (Further Enhancing Employee Engagement)” • Employee engagement survey Reference page: People positive “Culture (Further Enhancing Employee Engagement)” • Management town hall meetings • Suggestion and consultation channels • Engagement with labor unions • Various counseling services • e-Learning • Establishment and operation of an employee sustainability portal
Business Partners	Business partners that support NTT DATA in delivering its services and other offerings	• Strategic collaboration to advance clients’ digital transformation • Day-to-day business transactions • Business Partner (BP) Presidents’ Meetings • Meetings to exchange views • Technical briefings • Surveys
Government Agencies, International Organizations, and Industry Associations	National and local governments responsible for policies on IT services, employment, the economy, the environment, and other matters	• Participation in government councils, committees, study groups, and other forums • Agreements with local governments on the use of technology • Participation in industry associations and international initiatives Reference page: Key Memberships and Initiatives”
Academic Organizations, Research Institutions, and Local Communities	Local communities, nonprofit organizations, and others connected with NTT DATA through its core business	• Participation in local events Collaboration and sponsorship in social contribution activities Reference page: Appendix “Non-Financial Data” • Feedback submitted through the website • Workshops with NPOs and NGOs to address social challenges • AI Advisory Board Reference page: Prosperity positive “Governance Structure Centered on the Global AI Governance CoE” • University seminars and lectures on addressing social challenges
Investors	Shareholders of NTT	• Financial results announcements and briefings ⓘ Related webpage: Shareholder and Investor Information • Company briefings for individual and institutional investors through parent company NTT • Publication of the Sustainability Report

Key Memberships and Initiatives

Memberships	
WEF (World Economic Forum)	An organization that seeks to improve the state of the world by engaging leaders from politics, business, academia, and other fields in shaping global, regional, and industry agendas. NTT DATA joined in 2023 and participates in and contributes to various initiatives, including the Annual Meeting in Davos.
The World Business Council for Sustainable Development (WBCSD)	An international nonprofit organization of more than 250 global companies that view sustainability as a source of competitiveness. NTT DATA joined in June 2025 and participates in global dialogue and practice on climate change, nature, circularity, and related matters.
United Nations Global Compact (UNGC)	The world's largest sustainability initiative, bringing together the United Nations and private-sector companies and organizations to build a sound global society. It is a voluntary initiative that endorses 10 principles in four areas and seeks to achieve sustainable growth. NTT DATA signed and joined the initiative in July 2022 and reports on its activities annually.
Business for Social Responsibility (BSR)	An influential initiative with more than 300 global corporate members that promotes sustainability in the business community and helps lead global sustainability dialogue and direction-setting. NTT DATA joined in FY2023.
The Consumer Goods Forum	An international consumer goods industry association bringing together retailers and manufacturers worldwide, with approximately 400 member companies across 70 countries. Under the three pillars of People, Planet, and Industry Solution, specialized organizations promote business practices that pursue efficiency and positive change across the industry and address social and environmental issues for the benefit of consumers, customers, and the world as a whole. NTT DATA joined in April 2025.
CDP GOLD Accredited Solutions Provider	An NGO that operates a global disclosure system enabling investors, companies, countries, regions, and cities to manage their environmental impacts. NTT DATA became a global CDP partner in March 2022 and provides support in the software field.
Green Software Foundation (GSF)	A nonprofit organization established to promote green software and build the ecosystem needed for its adoption. NTT DATA joined as a core member in September 2021.
SustainableIT.org	A nonprofit organization established by corporate leaders worldwide to promote global sustainability through technology. It discusses governance frameworks for sustainable IT and provides opportunities to share leading knowledge and company initiatives. NTT DATA joined in March 2024.
Japan Business Federation	A comprehensive economic organization that seeks to contribute to the autonomous development of the economy and improvement of people's lives by drawing out the vitality of companies, individuals supporting them, and communities. NTT DATA participated in the ninth revision of the Charter of Corporate Behavior
Sustainable Management Promotion Organization (SuMPO)	An incorporated association that seeks to realize sustainable business management by supporting the planning, execution, evaluation, and improvement of new business models that address social issues such as global environmental challenges. As part of its membership activities, it exchanges information with member companies, conducts research, makes policy recommendations, and raises awareness. NTT DATA joined in October 2024.
Green × Digital Consortium	An organization established to contribute to achieving carbon neutrality by 2050 through initiatives involving digitalization in environmental fields and the creation of new business models. NTT DATA joined in October 2021 and participates in activities such as the Visualization Working Group, which develops standards for the inter-company exchange of GHG emissions data.
Japan Telework Association	An organization that conducts research and awareness activities on telework and promotes diverse and flexible working styles in cooperation with relevant government ministries and companies. NTT DATA is a member and works to realize sustainable working styles through research and information sharing on telework and work-style reform and participation in various activities. NTT DATA joined in 2010.

Initiatives	
Science Based Targets (SBT)	Science-based GHG emissions reduction targets designed to limit the increase in global average temperature to 1.5°C above pre-industrial levels. NTT DATA received validation of its Net-Zero target in April 2024.
Women's Empowerment Principles (WEPs)	Principles for actively promoting women's advancement, jointly created by the United Nations Global Compact and UN Women. NTT DATA signed these international principles in 2019 to promote women's economic empowerment and the vitality and growth of business activities.
G20 EMPOWER	A private-sector alliance to increase and empower women in key roles in the economy and business. NTT DATA endorsed it as an advocate in April 2021.
30by30 Alliance	A voluntary coalition established by Japan's Ministry of the Environment to build momentum and promote initiatives toward the 30by30 target of conserving and protecting at least 30% of land and sea as healthy ecosystems by 2030. NTT DATA endorsed it in February 2023.
Circular Partners	A partnership established to promote collaboration among industry, government, and academia toward a circular economy, based on the Growth-Oriented Resource-Autonomous Circular Economy Strategy formulated by Japan's Ministry of Economy, Trade and Industry in March 2023. NTT DATA joined in November 2023.
Sustainable Plastics Initiative (SusPla)	An organization working to expand the recycled-plastics market by promoting and implementing certification systems that support quality assurance and stable supply, and by building a plastics-resource-circulation ecosystem through industry-government-academia collaboration. NTT DATA joined in October 2024.
Keidanren 30% by 2030 Challenge	An initiative supporting innovation-led growth and a sustainable society through Keidanren's target of increasing the percentage of women in executive positions to 30% or more by 2030. NTT DATA endorsed it in January 2022.
Task Force on Climate-related Financial Disclosures (TCFD)	A private-sector-led task force on climate-related financial disclosures established under the Financial Stability Board at the request of G20 finance ministers and central bank governors. NTT DATA endorsed it in March 2021 and, positioning climate action as a management priority, promotes company-wide initiatives and transparency in its external activities.
Taskforce on Nature-related Financial Disclosures (TNFD)	An international initiative that develops a framework for private companies and financial institutions to appropriately assess and disclose nature-related and biodiversity-related risks and opportunities. NTT DATA joined in February 2023.

External Recognition (as of June 2026)

NTT DATA's sustainability initiatives have received high recognition from research organizations and other external bodies.

CDP (Climate Change and Water Security)	In CDP's 2025 assessment, NTT DATA was selected as an "A List" company, the highest rating, in both Climate Change and Water Security. It received an A rating for Climate Change for the fourth consecutive year and an A rating for Water Security for the first time.
CDP (Supplier Engagement Assessment)	NTT DATA was named a Supplier Engagement Leader, the highest rating in CDP's Supplier Engagement Assessment, for the fourth consecutive year.
EcoVadis	Companies in more than 180 countries and more than 220 industries are assessed for corporate sustainability across four areas: Environment, Labor & Human Rights, Ethics, and Sustainable Procurement. NTT DATA received a Silver rating.
Top Employer	An international certification conducted annually by the Top Employers Institute, headquartered in Amsterdam, the Netherlands. Companies with outstanding people practices are certified based on an assessment covering 20 topics across six HR domains. In January 2026, NTT DATA received Global Top Employer 2026 certification in 37 countries and regions for the third consecutive year.
Global Equality Standard	In June 2026, NTT DATA obtained certification under the Global Equality Standard, which provides a comprehensive assessment of diversity, equity, and inclusion (DE&I).
Eruboshi	NTT DATA has continuously held third-level Eruboshi certification under Japan's Act on Promotion of Women's Participation and Advancement in the Workplace since September 2017.
Platinum Kurumin	NTT DATA received Platinum Kurumin certification in November 2019, the highest recognition for companies providing outstanding childcare support. The certification recognizes companies that have formulated action plans under the Act on Advancement of Measures to Support Raising Next-Generation Children, have already received Kurumin certification, and demonstrate advanced initiatives, including the introduction and use of systems that help employees balance work and childcare.
Tomonin Mark	We are working to promote workplaces that enable employees to balance work and caregiving.
Nadeshiko Brand	NTT, Inc., was selected for the Nadeshiko Brand by the Ministry of Economy, Trade and Industry and the Tokyo Stock Exchange in recognition of its dual approach of providing consistent career development support from recruitment through advancement and gender-inclusive support that enables dual-income couples to share childcare responsibilities. The assessment covers initiatives at Group companies, including NTT DATA.

PRIDE Index Gold	Our initiatives to create workplaces where sexual minorities, including LGBTQ+ people, can work comfortably have been recognized, and we have received Gold in the PRIDE Index for nine consecutive years since 2017.
Outstanding Organizations of KENKO Investment for Health "White 500"	A total of six companies within NTT DATA have received White 500 certification, awarded by the Ministry of Economy, Trade and Industry and the Nippon Kenko Kaigi to corporations demonstrating outstanding health and productivity management.
Everest Group	In the Net-Zero Consulting Services PEAK Matrix® Assessment 2025 published by Everest Group, NTT DATA was named a Leader and recognized as a Star Performer, awarded to companies demonstrating the strongest growth compared with 2024.

Material Issues and KPIs

NTT DATA has established globally integrated KPIs as management indicators for promoting organization-wide initiatives addressing its material issues. Progress is reported to the Sustainability Committee. The Corporate Management Committee reviews progress and verifies the appropriateness of the indicators, which are revised as necessary.

<Legend for Scope Items>
Scope: ❶ NTT DATA Group Corporation, NTT DATA Japan, and NTT DATA, Inc. (Japan) / ❷ Scope ❶ plus Group companies in Japan / ❸ Scope ❷ plus Group companies outside Japan / ❹ NTT DATA Group Corporation / ❺ NTT DATA Japan / ❻ NTT DATA, Inc. (Japan) / ❼ Group companies in Japan / ❽ Group companies outside Japan

	Material Issues	Definitions	Indicators	Targets		Scope
				FY2026	Medium to Long Term	
Planet positive	Climate Change	From a mitigation perspective, we will reduce GHG emissions and contribute to customer GHG emissions reduction through solutions. From an adaptation perspective, we will tackle natural disasters caused by climate change.	GHG emissions	294 kt-CO_2e or less	FY2030: Net-Zero for Scope 1 and 2 emissions from data centers (DCs); FY2035: Net-Zero for Scope 1 and 2 emissions from offices; FY2040: Net-Zero for Scope 3 emissions	❸
	Circularity	We will work on efficient and circular use of resources. We will also work on the transition to a circular economy for the entire society through solutions.	Weight of end-of-life corporate IT devices in kg that are recycled/repurposed	Continue monitoring	Consider a medium- to long-term target in FY2026	❸
			Share of IT equipment whose service life has been extended through repair or refurbishment			
	Water Management	We will work on water management particularly in high-risk areas. Also, we will contribute to improving water management of customers through solutions.	WUE*1 (water consumption per unit of IT electricity use at DCs)	Continue monitoring		❸
Prosperity positive	Innovation through Technology	We will create services that meet new needs by utilizing AI and the technologies and know-how accumulated in existing services.	Generative AI revenue	Achieve the target set in each company's business plan		❸
			Development of generative AI talent	Develop all employees into professionals capable of applying generative AI by FY2027		
	Responsible Technology and AI Ethics	In the IT industry, there are concerns about human rights violations and ethical issues caused by technology, including AI. We promote the responsible use of technology.	Scope of business operations covered by AI risk checks	FY2027: 100% globally (one year ahead of schedule)		❸
	Sustainable Supply Chain	We will work to optimize supply chains through risk monitoring, corrective support, capacity building, and the use of technology.	Percentage of sustainability assessments conducted for key suppliers and suppliers with potential risks	90%	100% in FY2027	❸
	Digital Safety and Reliability	We contribute to stable infrastructure by taking preventive measures and supporting recovery measures in the event of a failure.	Number of critical system failures	0	Zero incidents maintained	❸
	Secure and Sustainable-by-design Services and Solutions	We provide safe, secure, and sustainable systems to meet customers' expectations through our products, services, and consulting services.	Number of significant security incidents*2	0	Zero incidents maintained	❸
			Sustainability business revenue	Achieve the target set by each company		
People positive	People-Centric Company	Human capital is one of the most important types of capital, and we will work to improve the work environment and personnel system that make it easier for employees to work and support the enhancement of skills.	Employee engagement rate	Improvement of 100% or more YoY	Consider an appropriate threshold in FY2026	❸
	Diversity and Inclusion	We will work to create a workplace where diverse human resources can play an active role by demonstrating their individual thinking and abilities and foster a culture.	Percentage of female managers (Japan)	FY2030: 20% (Japan)		❸
			Percentage of female leadership (overseas)	Continue monitoring with reference to industry standards to improve the ratio		
	Health and Safety	We will promote measures such as risk assessment of hazards, establishing a governance system, and providing education and training to prevent mental health problems and labor accidents.	Number of fatal accidents	0	Continuation of zero-case record	❸
	Human Rights	We will work on human rights management across the entire value chain by preventing and mitigating negative impacts on the human rights of our stakeholders.	Implementation and integration of human rights due diligence	100% implementation of human rights due diligence in high-risk countries and at high-risk sites		❸
			Establishment of grievance mechanisms	Establish a grievance mechanism compliant with CSDDD*3 requirements		
	Digital Accessibility	We will work to provide IT services that support access to basic needs, introduce UI and UD for digital inclusion, and improve literacy.	Number of people outside the Group impacted by NTT DATA's related solutions and social contribution activities, such as STEAM and IT education	Monitor social impact		❸

*1 WUE is defined as water consumption divided by IT energy consumption; however, this figure is calculated by dividing water withdrawal by IT energy consumption. The calculation covers Global Technology Services Unit data centers over which NTT DATA has financial control and that have operated for at least 24 months with an IT load factor of 20% or higher.
*2 Security incidents caused by cyberattacks (excluding incidents caused by human error, such as misdirected transmissions, bugs, or configuration errors, or by system-related causes) that become widely known externally
*3 Corporate Sustainability Due Diligence Directive. An EU directive requiring Member States to introduce national legislation mandating human rights and environmental due diligence.



Planet positive

27 **Environmental Policy / Promotion System**

28 **Environmental Management System**
ISO 14001 Certified Companies

30 **Climate Change**
Basic Policy / Specific Initiatives / Indicators and Targets

38 **Circularity**
Basic Policy / Specific Initiatives / Indicators and Targets

40 **Water Management**
Basic Policy / Specific Initiatives / Indicators and Targets

42 **TCFD/TNFD Integrated Disclosure**
TCFD and TNFD Recommendations and Activities Summary / Scenario Analysis / Risks/Opportunities / Transition Plan

Environmental Policy

NTT DATA acknowledges the increasing severity of global environmental issues and the significant impact they could have on its business activities. As our mission is to accelerate client success and positively impact society through responsible innovation, we consider environmental protection activities as a critical management issue and will continuously and systematically promote these activities. In particular, we have identified Climate Change, Circularity, and Water Management as our three environmental materialities (material issues) and are focusing our efforts on them.

We have established our Environmental Policy as a set of specific action guidelines for putting into practice the Protection of the Global Environment set out in the NTT DATA Code of Business Ethics.

ⓘ Related webpage: NTT DATA Environmental Policy

Promotion System

Planet positive initiatives are implemented primarily through three subcommittees operating under the Sustainability Committee: GHG reduction/Environmental management, Sustainability business, and Supply chain management. In principle, matters discussed by the subcommittees are deliberated and reported to the Sustainability Committee four times a year and, after consideration by the Corporate Management Committee, are reported to the Board of Directors twice a year.

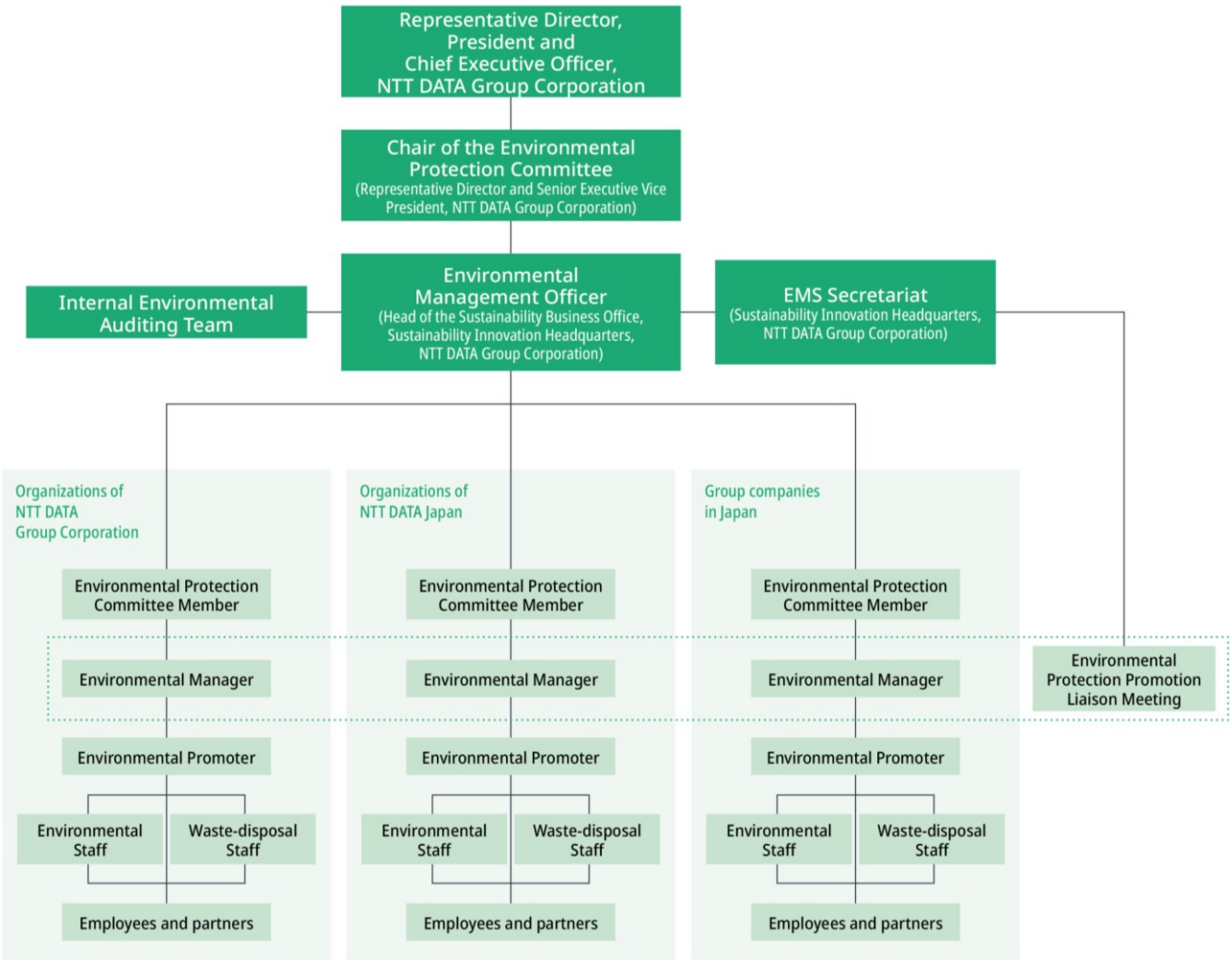
Reference page: Sustainability Management “Promotion System”

Environmental Management System

Under its Environmental Policy, NTT DATA promotes environmental conservation activities through its environmental management system (EMS). Each organization sets targets aligned with the three environmental materialities and implements measures to achieve them.

In Japan, under the Chair of the Environmental Protection Committee, the Environmental Management Officer, EMS Secretariat, environmental protection committee members, environment managers, and environmental promoter from each organization and Group companies in Japan work together to drive continuous improvement. In addition, the Internal Environmental Auditing Team conducts internal audits to enhance the effectiveness of the EMS.

Group EMS Structure



ISO 14001 Certified Companies

In Japan, NTT DATA has Group-wide certification covering all NTT DATA Japan organizations and certain Group companies in Japan. As of the end of March 2026, 30 companies had obtained Group-wide certification. In addition, two companies have obtained independent certification.

Outside Japan, 37 Group companies have obtained certification.

List of Companies with ISO 14001 Certification (as of March 31, 2026)

NTT DATA Group-wide certification (30 companies)

(in no particular order)

NTT DATA Group Corporation
NTT DATA Japan Corporation
NTT DATA HOKKAIDO Corporation
NTT DATA TOHOKU Corporation
NTT DATA SHINETSU Corporation (Head Office, Niigata Branch)
NTT DATA TOKAI Corporation (Head Office)
NTT DATA HOKURIKU Corporation
NTT DATA KANSAI Corporation (Head Office)
NTT DATA CHUGOKU Corporation (Head Office)
NTT DATA SHIKOKU Corporation (Head Office, Kagawa Office)
NTT DATA KYUSHU Corporation
NTT DATA i Corporation
NTT DATA FINANCIAL TECHNOLOGY CORPORATION (Head Office)
NTT DATA FRONTIER Corporation
NTT DATA SMS Corporation
NTT DATA SOFIA Corporation (Head Office)
NTT DATA SEKISUI SYSTEMS Corporation (Osaka Head Office, Tokyo Head Office)
NTT DATA WITH Corporation (Head Office)
NTT DATA UNIVERSITY Corporation
NTT DATA BUSINESS SYSTEMS Corporation
NTT DATA INTELLILINK Corporation (Head Office, Tsukishima Office, Kansai Office)
NTT DATA DAICHI Corporation (Head Office)
NTT DATA INSTITUTE OF MANAGEMENT CONSULTING, Inc.
NTT DATA WAVE Corporation (Head Office)
JSOL CORPORATION (Tokyo Head Office)
DACS Co., Ltd. (Head Office, Tokyo Branch, Osaka Data Center)
NTT DATA CCS CORPORATION (Head Office, Data Center)
NTT DATA NJK Corporation (Head Office)
NTT DATA CUSTOMER SERVICE Corporation (Head Office, Edagawa Office)
JASTEC Co., Ltd. (Head Office, Togoshi Office, Higashigotanda Office, Numazu Office, Fukuoka Office, Osaka Office, Sendai Office, Nagoya Office, Hiroshima Office)

NTT Group entities that have acquired certification independently (2 companies in Japan, 37 companies outside Japan)

(in no particular order)

(Group companies in Japan)

Japan Information Processing Service Co., Ltd. (JIP)
NTT DATA MSE CORPORATION

(Group companies outside Japan)

NTT Global Data Centers & Cloud Infrastructure India Private Limited
NTT Global Data Centers EMEA GmbH
NTT Global Data Centers EMEA UK Ltd.
NTT Data Deutschland, SE
NTT EUROPE LTD.
NTT United Kingdom Limited
NTT Netherlands B.V.
NTT Slovakia s.r.o.
NTT Germany AG & Co. KG
NTT Spain Intelligent Technologies and Services S.L.U.
NTT DATA Spain Infrastructures Operations, S.L.U.
NTT DATA Spain Infrastructures Engineering, S.L.U
FIT Inversión en Talento, S.A.U.
NTT DATA Europe & Latam Centers, S.L.U.
NTT DATA EUROPE & LATAM Green Engineering SLU
NTT DATA Spain Sistemas de Seguridad SLU
NTT DATA Portugal Centers, Unipessoal Lda.
NTT DATA Portugal, S.A.
NTT DATA Portugal Outsourcing de Processos, Sociedade Unipessoal, Lda.
NTT DATA Chile, S.A.
NTT DATA Chile BPO Servicios Profesionales, Técnicos y Tecnológicos, Ltda.
NTT DATA Brasil Consultoría de Negocios e Tecnologia da Infomaçao Ltda
NTT DATA Brasil Operações Ltda.
NTT DATA Perú, S.A.C.
NTT DATA Perú BPO, S.A.C.
NTT DATA México S. de R.L. de C.V.
NTT DATA México BPO, S. de R.L. de C.V.
NTT DATA Colombia, S.A.S.
NTT DATA Ecuador, S.A.
ARILION, S.L.U.
NTT DATA Spain BPO, S.L.U.
NTT DATA Spain, S.L.U.
NTT Australia Pty Ltd
NTT New Zealand Limited
GISA GmbH
Natuvion GmbH
NTT DATA Business Solutions a/s (Norway)

Climate Change

Basic Policy

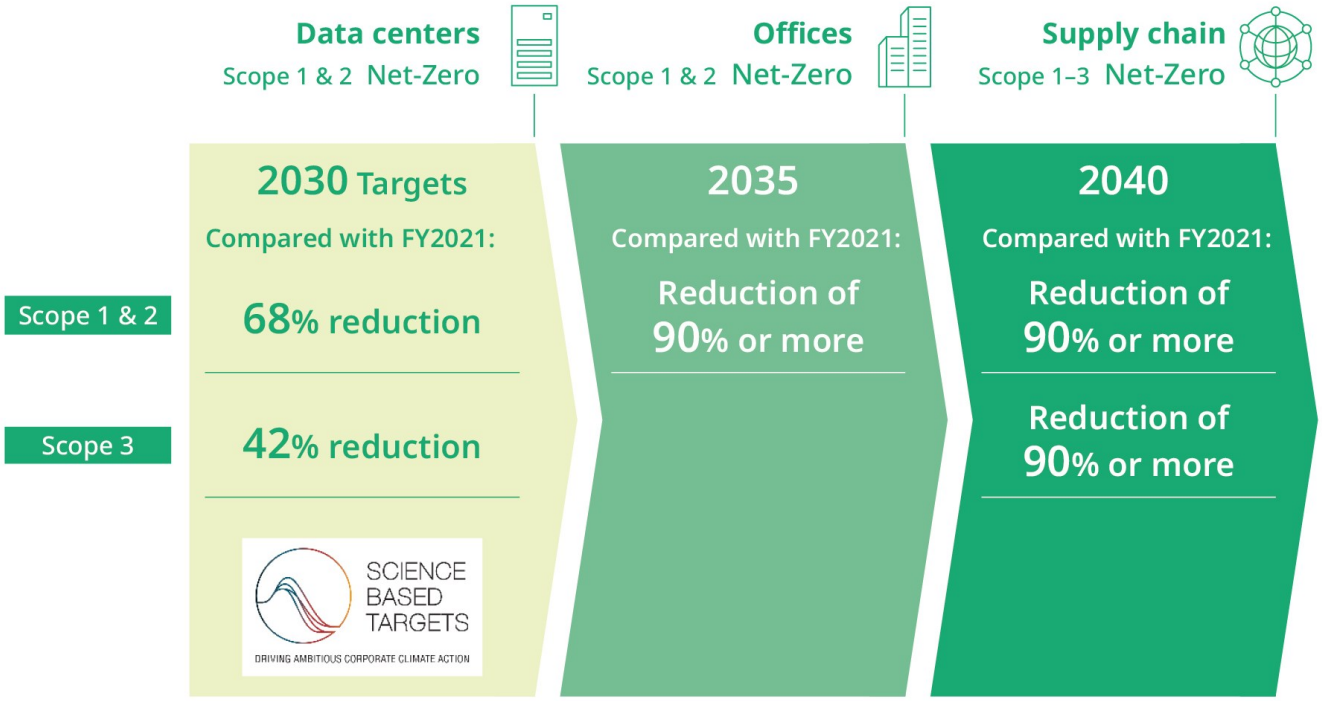
NTT DATA recognizes climate change as a key management priority and is advancing both mitigation and adaptation measures. In our mitigation efforts, we place importance on initiatives not only within our own operations but also across the supply chain and society as a whole. By promoting the decarbonization of data centers, IT equipment, and software that underpin the digital society, we contribute to the realization of a decarbonized society. In our adaptation efforts, we are strengthening preparedness for natural disasters caused by climate change to ensure business continuity and the stable operation of the social infrastructure we support.

NTT DATA NET-ZERO Vision 2040

NTT DATA is pursuing reductions in GHG emissions across Scope1, 2, and 3, including emissions throughout the supply chain. Under the NTT DATA NET-ZERO Vision 2040, our vision to achieve Net-Zero GHG emissions by 2040, we have set Net-Zero targets approved by the Science Based Targets initiative (SBTi).* We aim to achieve Net-Zero for direct and indirect emissions from our own operations (Scope 1, 2) by 2030 for data centers, by 2035 across all company sites including offices, and for our entire supply chain by 2040.

* The Science Based Targets initiative (SBTi) is a global initiative that supports and certifies organizations in setting science-based targets aimed at limiting the rise in the world's average temperature to below 1.5 degrees Celsius compared to pre-industrial levels.

NTT DATA NET-ZERO Vision 2040



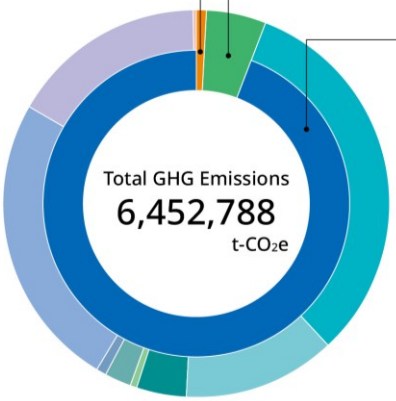
Note: NTT DATA has established a three-stage roadmap toward achieving Net-Zero by 2040.
1. 2030: Achieve Net-Zero Scope 1 and 2 emissions at data centers
2. 2035: Achieve Net-Zero Scope 1 and 2 emissions across all company sites, including offices (at least a 90% reduction from the FY2021 level)
3. 2040: Achieve Net-Zero emissions across the entire supply chain (Scope 1–3) (at least a 90% reduction from the FY2021 level)

ⓘ Related webpage: NTT DATA's Net-Zero Targets Approved by SBTi

NTT DATA's GHG Emissions

We calculate our Scope1, 2, and 3 emissions as part of the efforts to achieve NTT DATA NET-ZERO Vision 2040. In FY2025, NTT DATA's GHG emission were 46,186 t-CO_2e for Scope1, 248,820 t-CO2e for Scope2, and 6,157,782 t-CO_2e for Scope3. Scope3 accounted for 95.4% of total GHG emissions. Within Scope3, purchased goods and services accounted for 31.5% and use of sold products accounted for 35.7%, together representing approximately 67% of the total.

Breakdown of FY2025 GHG Emissions by Scope



Scope1: 0.7% 46,186 t-CO_2e
Direct emissions from fuel use and other sources

Scope2: 3.9% 248,820 t-CO_2e
Indirect emissions from purchased electricity and heat (market-based)

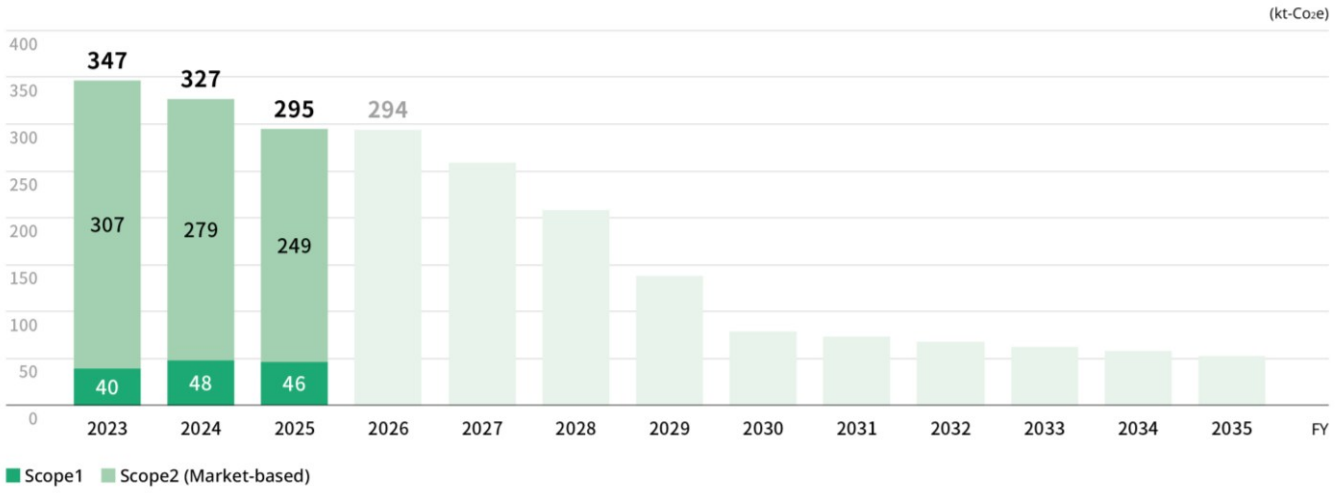
Scope3: 95.4% 6,157,782 t-CO_2e
Indirect emissions in the supply chain (excluding Scope 1 and 2)

Scope 3 Category Breakdown

1. Purchased goods and services	31.5%	1,942,034 t-CO_2e
2. Capital goods	7.1%	435,979 t-CO_2e
3. Fuel- and energy-related activities not included in Scope1 or 2	3.8%	235,155 t-CO_2e
4. Upstream transportation and distribution	0.5%	31,794 t-CO_2e
5. Waste generated in operations	0.04%	2,413 t-CO_2e
6. Business travel	1.2%	72,486 t-CO_2e
7. Employee commuting	2.2%	138,024 t-CO_2e
9. Downstream transportation and distribution	0.02%	1,062 t-CO_2e
11. Use of sold products	35.7%	2,195,803 t-CO_2e
12. End-of-life treatment of sold products	0.1%	4,249 t-CO_2e
13. Downstream leased assets	17.1%	1,052,118 t-CO_2e
15. Investments	0.8%	46,664 t-CO_2e

Note: NTT DATA's total GHG emissions in FY2025 were 6,452,788 t-CO_2e. The breakdown is as follows.
・Scope1 (direct emissions): 46,186 t-CO_2e (0.7% of the total)
・Scope2 (indirect emissions, market-based): 248,820 t-CO_2e (3.9% of the total)
・Scope3 (supply chain emissions): 6,157,782 t-CO2e (95.4% of the total)

GHG Emissions Reduction (Scope1 and 2)



Specific Initiatives

Initiatives to Achieve NTT DATA NET-ZERO Vision 2040

To achieve the NTT DATA NET-ZERO Vision 2040, NTT DATA is working to reduce environmental impacts across entire IT systems, from data centers and hardware to software. We are also developing category-specific reduction strategies and implementing measures to address indirect emissions across the supply chain.

Examples of Measures to Achieve Net-Zero by 2040

Scope	Examples of Measures
Scope1 and 2 (Our Own Operations)	• Optimize energy use through digital technologies at data centers and other facilities • Introduce renewable energy and low-carbon energy at data centers and offices
Upstream Scope3 (Our Suppliers)	• Reduce power consumption through green software*1 development, efficient power use, and hardware consolidation • Prioritize procurement from suppliers pursuing emissions reductions aligned with the same level of ambition as NTT DATA (SBT 1.5°C-aligned level)
Downstream Scope3 (use and end-of-life of products and services provided to clients, etc.)	• Promote transformative measures to reduce clients' GHG emissions, including migrating IT services to the cloud and shifting from equipment sales to service-based business models • As a partner in reducing GHG emissions, promote the use of renewable energy in services provided to clients • Help clients reduce emissions through emissions visualization and improved energy efficiency using Sustainable IT*2
Residual Emissions	• Apply high-quality carbon dioxide removal (CDR) to neutralize hard-to-abate residual emissions

*1 Green software: The Green Software Foundation, a global nonprofit organization working to promote green software and build an ecosystem to support its adoption, defines green software as software with low GHG emissions. Green software is characterized by 1) lower power consumption by the software itself; 2) use of fewer hardware resources; and 3) optimized electricity use, including operation on electricity from renewable sources.

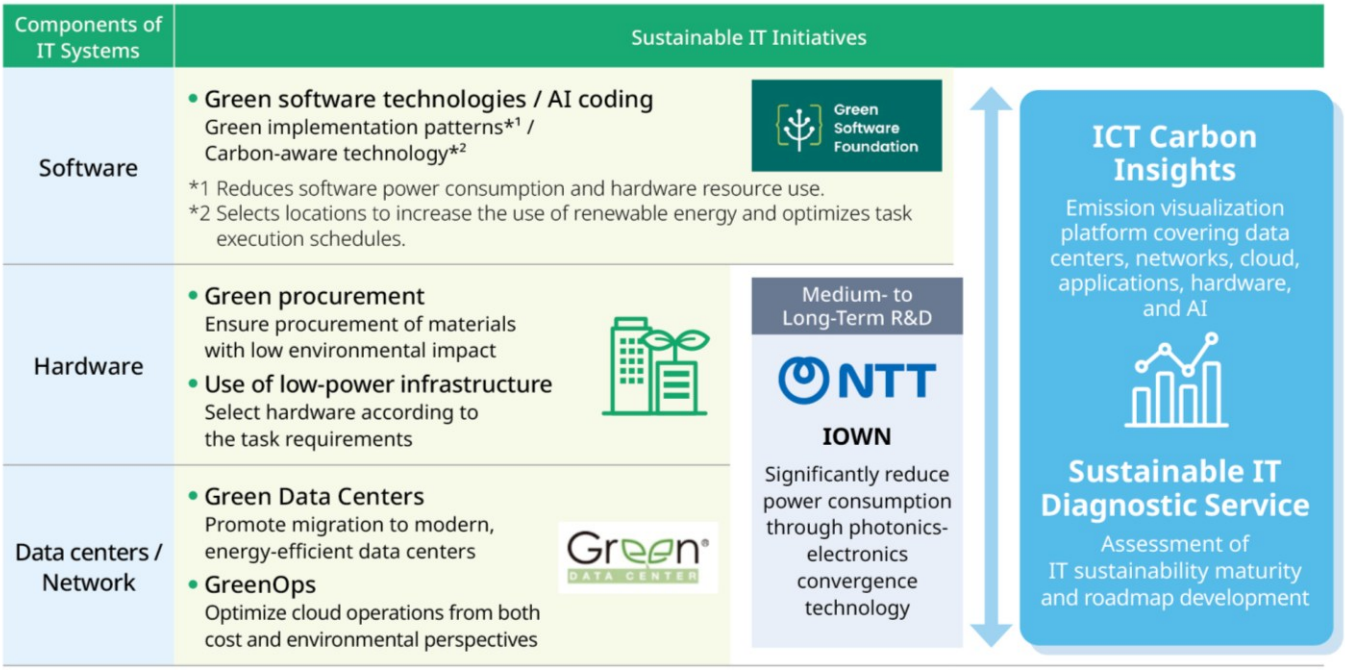
*2 Sustainable IT: An approach to reducing environmental and social impacts and enhancing sustainability across the entire life cycle of IT systems, including data centers, hardware, and software.

Toward Achieving Sustainable IT

With the spread of AI and growing demand for data centers, the environmental impact of the IT industry has increased. Sustainable IT is an approach that reexamines IT from a sustainability perspective, reducing environmental impacts across the entire IT life cycle and promoting the ethical use of AI, to enhance the sustainability of IT itself.

We are accelerating efforts to reduce environmental impacts across all IT systems, from data centers and IT hardware through to software, with the aim of realizing Sustainable IT. We are also measuring the carbon footprint of IT systems, establishing rules for green software development, developing tools and best practices, and promoting their adoption across the industry. Through these efforts, we are helping lead the industry toward sustainable IT.

Reducing Environmental Impacts from Data Centers to Software



Energy Conservation and Renewable Energy Adoption at Data Centers

NTT DATA operates data centers with a combined power capacity of 1,630 MW, making it the world's third-largest data center operator by revenue (as of the end of March 2026). In Japan, we have more than 50 years of experience in the stable operation of mission-critical systems that are indispensable to business. We continue to provide highly reliable services at 13 data centers. As the data center business expands, we are advancing a range of measures—including the use of renewable energy, AI-based air-conditioning control, and automation technologies—with the aim of achieving Net-Zero Scope1 and 2 GHG emissions from data centers.

In 2022, NTT DATA announced the launch of the Green DC energy management system® (GDCEMS), which visualizes data center energy use and supports operational optimization, thereby helping improve operating efficiency and reduce environmental impacts. In addition to temperature and humidity in server rooms, the system manages in real time the supply-air temperature and current readings obtained from sensors built into servers, as well as power consumption and CPU utilization. This visualization supports more efficient energy use. We are strengthening this initiative as a core area of our carbon-neutral-related business and promoting the practical application and international standardization of the control technologies.

ⓘ Related webpage: Developing new technology to optimize data center energy management. (japanese only)

Promoting Green Software Development

Although software's environmental impacts are difficult to see and measures are therefore often deferred, substantial improvements can be achieved through energy savings and greater efficiency. Recognizing that collaboration with diverse stakeholders is essential to address industry-wide challenges and develop standards, we participate as a steering member of the Green Software Foundation, a global nonprofit organization that aims to reduce GHG emissions from IT. We are helping formulate rules for calculating CO_2 emissions from software through the nonprofit Japan Environment Club. We are also developing practical guidelines for minimizing environmental impacts at each stage of IT system planning, design, development, and operation, together with rules for calculating IT emissions and reduction effects.

In recognition of these initiatives, we were named a Leader in both the Sustainable IT Services PEAK Matrix® Assessment 2025 published by Everest Group, which evaluated 21 sustainable IT service providers, and The Forrester Wave™: IT Sustainability Services, which assesses IT providers' capabilities to deliver sustainable IT services.

ⓘ Related webpage: Named a Leader in the Everest Group Sustainable IT Services PEAK Matrix® Assessment 2025
ⓘ Related webpage: NTT DATA Named a Leader in IT Sustainability Services by Independent Research Firm
ⓘ Related webpage: Rules Developed for Calculating CO_2 Emissions Across the Software Lifecycle to Promote Low-Carbon Software Businesses (japanese only)

Activities to Promote Sustainable AI

We recognize that, while advances in AI bring a wide range of benefits to society and business, the associated increase in electricity consumption and CO_2 emissions poses a significant sustainability challenge. AI is projected to account for more than 50% of total data center electricity consumption by 2028. Industry-wide collaboration is therefore needed to improve efficiency from the design stage, reduce environmental impacts across the entire life cycle, establish evaluation metrics, develop green software, and use renewable energy. There is an urgent need to transition to sustainable AI that helps solve environmental problems while limiting its negative impacts. We will continue to actively promote initiatives to realize sustainable AI.

ⓘ Related webpage: AI's growing demand for resources is unsustainable; NTT DATA paper calls for action and offers solutions

Initiatives to Achieve Net-Zero through the Supply Chain

Category 1 (purchased goods and services), Category 2 (capital goods), and Category 11 (use of sold products) account for approximately 70% of NTT DATA's total Scope3 emissions. Action across the entire supply chain is essential to achieving Net-Zero. We promote emissions reductions across the supply chain through supplier engagement, emissions visualization, and enhanced procurement standards.

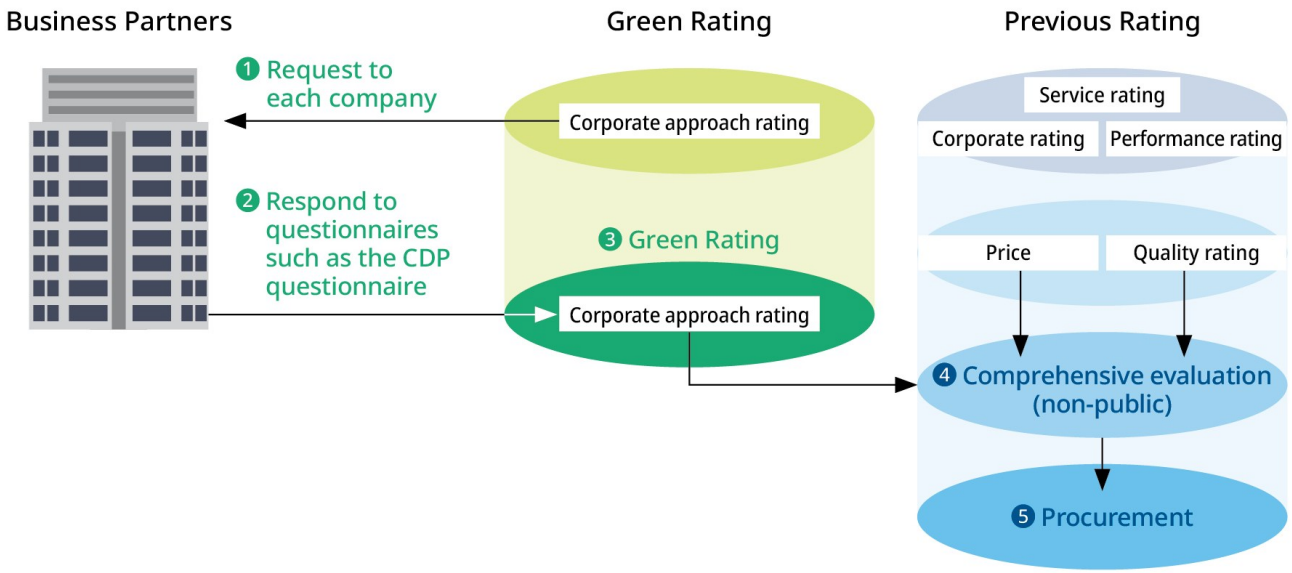
ⓘ Related webpage: Procurement Policy

Green Procurement

Promotion of Activities Based on NTT Group Green Procurement Standards

NTT DATA has published the supplier code of conduct, the NTT DATA Group Guidelines for Sustainability in the Supply Chain, which clarifies the requirements that suppliers are expected to observe, and the NTT Group Green Procurement Standards, which set out specific environmental operating standards. We request suppliers to implement GHG emissions reductions in the supply chain.

Corporate Approach Evaluation Framework



Note: Evaluation is conducted in the following five steps:
1)Request to each company; 2) Response to questionnaires such as the CDP questionnaire; 3) Green rating; 4) Comprehensive evaluation (non-public); 5) Procurement

When procuring and selecting products and services, we also assess companies' approaches to environmental issues and the environmental performance of their products and services. Specifically, we evaluate compliance with environmental laws and regulations and efforts to reduce GHG emissions across the supply chain. In particular, we manage suppliers' progress on GHG emissions reduction using six levels, from STEP 0 to STEP 5, according to the maturity of their initiatives.

Supplier Progress Indicators for GHG Emissions Reduction

STEP	Progress Management Indicators
STEP 0	No action plan for climate change
STEP 1	Plan to begin initiatives within one year
STEP 2	Plan in place and Scope1 and 2 emissions quantified
STEP 3	Plan in place and Scope3 emissions quantified
STEP 4	Emissions reduction targets established
STEP 5	Emissions reduction targets at SBT-approved levels established

ⓘ Related webpage: News release on the formulation of hardware procurement rules (japanese only)

Understanding and Analyzing Supplier Initiatives

We monitor and analyze suppliers' climate change initiatives. Since April 2022, NTT DATA has been advancing initiatives under the CDP Supply Chain program as the first company in Japan to be recognized as a Premium Member. In FY2025, we asked suppliers of hardware products, outsourced software development services, and other items accounting for approximately 70% of our procurement spend to respond to the CDP questionnaire. Responses from approximately 390 companies enabled us to assess the status of initiatives by industry. In recognition of these activities, we were selected as a Supplier Engagement Leader—the highest rating in CDP's Supplier Engagement Assessment—for the fourth consecutive year.

Supplier Engagement

Key Initiatives toward Achieving the SBT 1.5°C Target

We hold an annual briefing for suppliers in Japan. In FY2025, approximately 210 companies accounting for about 80% of NTT DATA Japan's procurement spend participated. To support each supplier's efforts, we followed up by providing relevant information and tools for calculating GHG emissions that can help enhance sustainability. Globally, in 2025 we engaged in dialogue with approximately 50 high-emitting suppliers, focusing on requests for business-specific emissions disclosure, the development of more detailed emissions reduction plans, and efforts to encourage emissions reductions.

Engagement with Suppliers

We monitor climate change initiatives among major suppliers in Japan and overseas, discuss their challenges and emissions reduction plans for achieving Net-Zero, and support their efforts. Specifically, we encourage suppliers that have calculated their emissions and set reduction targets to reduce both company-wide emissions and product-level emissions. We ask suppliers that have not yet calculated their emissions to begin by doing so.

To advance climate action among suppliers in Japan, we ask for their understanding and cooperation at the Partner Appreciation Gathering, which is attended by senior management from our business partners (BPs). At workshops for environmental personnel from BP companies, we also explain NTT DATA's original guide to visualizing GHG emissions and setting reduction targets and hold group discussions to deepen understanding of climate action.

Addressing Residual Emissions to Achieve Net-Zero

To achieve Net-Zero, we prioritize reducing Scope 2 emissions from electricity consumption, which account for the majority of our combined Scope1 and 2 emissions. We are also working to reduce Scope1 emissions through the use of alternative fuels, a shift to low-global-warming-potential (GWP) refrigerants, and the introduction of electric vehicles.

However, some emissions remain difficult to reduce at present, including those from emergency generators essential to data center operations and refrigerant leakage from cooling equipment. To address this, we are applying high-quality carbon dioxide removal (CDR) to neutralize the hard-to-abate residual emissions. In 2026, we entered into our first CDR partnership with Climeworks, covering both credit procurement and broader business collaboration.

Initiatives to Promote Decarbonization throughout Society

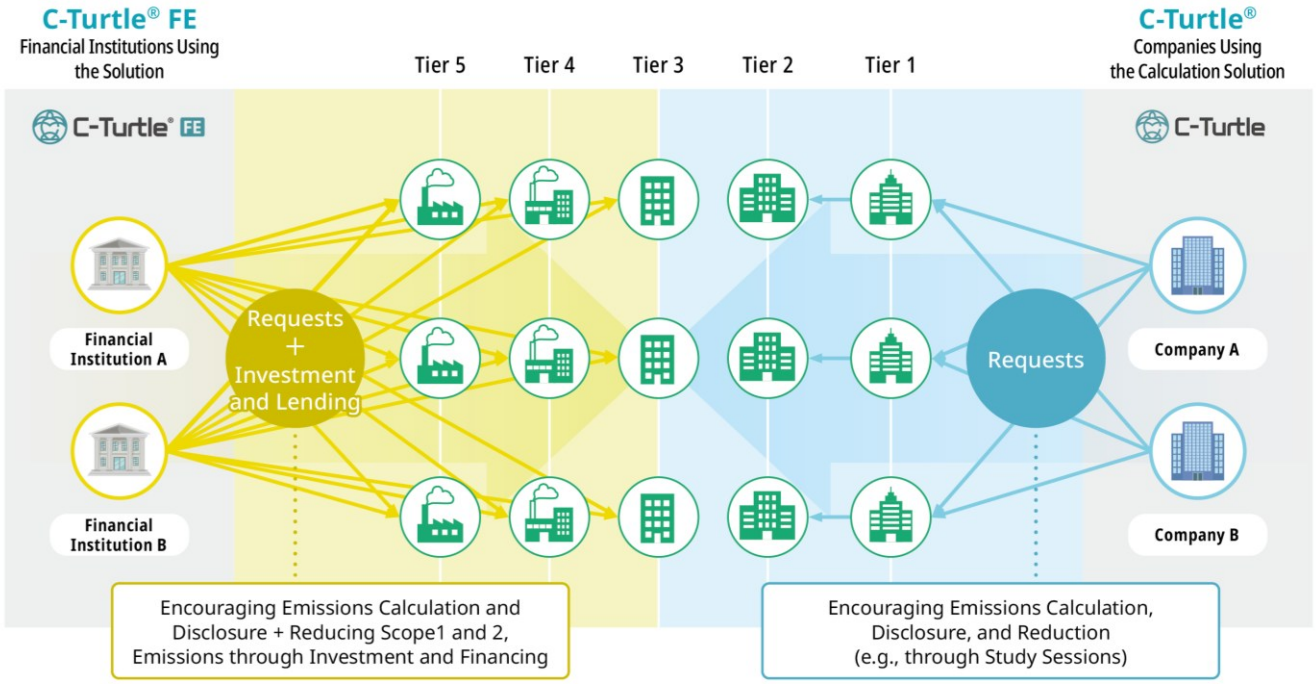
We have adopted the Company-wide Emission Allocation Method*, which connects supplier-specific emissions data, and have developed and offer C-Turtle®, a solution that automatically calculates and visualizes GHG emissions using primary data (actual measurements), including Scope3 emissions. C-Turtle® is the only GHG emissions visualization solution in Japan that can use emissions data held by CDP. For small and medium-sized enterprises, which account for a significant portion of the supply chain, we have established a scheme to provide the solution free of charge. By linking the emissions reduction efforts of individual companies throughout the supply chain, we aim to promote decarbonization across the entire supply chain.

C-Turtle® FE enables financial institutions to calculate and visualize GHG emissions associated with their investment and lending portfolios (financed emissions). While C-Turtle® facilitates the sharing of emissions data among companies, beginning with companies downstream in the supply chain, C-Turtle® FE helps regional companies calculate and reduce their emissions, starting with financial institutions. Together, these solutions advance decarbonization across entire industries and regions. Beyond emissions calculation, C-Turtle® FE also supports analysis of climate-related transition and physical risks, helping

companies and financial institutions manage climate-related risks and make sustainable management decisions.

* Under the Company-wide Emission Allocation Method, a company's Scope1, Scope2, and upstream Scope3 emissions are identified from its company-wide emissions and allocated and shared with its business partners based on their respective shares of transaction value. It is introduced as one form of organization-based emissions data in the Ministry of the Environment's Guide for Supply Chain Emissions Accounting Using Primary Data (Japanese only).

Emissions Data Sharing across the Entire Supply Chain with C-Turtle® and C-Turtle® FE



Indicators and Targets

Indicators	Unit	FY2025 Results	FY2026 Targets	Medium- to Long-Term Targets	Scope*
GHG emissions (Scope1 and 2)	kt-CO_2e	295	294 or less	FY2030: Achieve Net-Zero for Scope 1 and 2 emissions from data centers (DCs) FY2035: Achieve Net-Zero for Scope 1 and 2 emissions from offices FY2040: Achieve Net-Zero for Scope3 emissions	③

* ① NTT DATA Group Corporation, NTT DATA Japan, and NTT DATA, Inc. (Japan) / ② ① plus Group companies in Japan / ③ ② plus Group companies outside Japan / ④ NTT DATA Group Corporation / ⑤ NTT DATA Japan / ⑥ NTT DATA, Inc. (Japan) / ⑦ Group companies in Japan / ⑧ Group companies outside Japan

Circularity

Basic Policy

NTT DATA promotes the efficient and circular use of resources and regards accelerating society's transition to a circular economy as an important management issue. By providing services that use blockchain, AI, IoT, and other technologies, we aim to prevent waste generation and contribute to a society in which resources can be used sustainably and kept in circulation.

Specific Initiatives

Reuse and Recycling of IT Devices

To further promote the reuse and recycling of IT devices that are no longer needed within the Group, we have established and rolled out a scheme for reusing and recycling IT devices.

In Japan, we have simplified procedures for handling end-of-use IT devices in each business unit, helping to reduce our own waste and advance circularity. In FY2025, we reused or recycled approximately 16,000 IT devices, helping to reduce e-waste by more than 35 t. We have also established a PC Management Center and are extending the useful life of in-house IT devices through reuse, repair, and refurbishment.

NTT DATA, Inc., is also collaborating with Virgin Media O2, which owns and operates data centers across the United Kingdom, to collect, reuse, and recycle IT assets, including servers and storage equipment, across 27 data center sites. This initiative is being implemented in partnership with n2s, a specialist IT life-cycle company at the forefront of circular economy innovation, whose capabilities include advanced urban mining and bioleaching technologies* that recover rare earth materials and critical resources beyond what conventional recycling can achieve. Through this initiative, we are advancing resource circularity by securely erasing data, reselling reusable hardware, and recovering valuable materials. Over the three-year contract, more than 40,000 Virgin Media O2 IT assets are expected to be sustainably processed. The scale of impact this partnership can deliver is evidenced by n2s's own track record: in 2025 alone, n2s processed more than 33.5 t of devices, avoiding more than 322 t of CO_2 emissions through circular economy practices including reuse, refurbishment, and low-impact recycling.

Through these combined efforts, both our internal IT Devices Reuse Scheme and client-facing initiatives such as the Virgin Media O2 partnership, NTT DATA, Inc., is committed to sustainable IT asset management and to promoting a circular economy approach to resource utilization across the full technology life-cycle.

* Bioleaching technologies: a biotechnological metal-recovery process that harnesses naturally occurring bacteria to extract valuable precious and base metals, such as gold, copper, silver, and palladium, from printed circuit boards and other electronic waste at room temperature, offering a non-toxic, low-carbon alternative to conventional smelting and chemical refining.

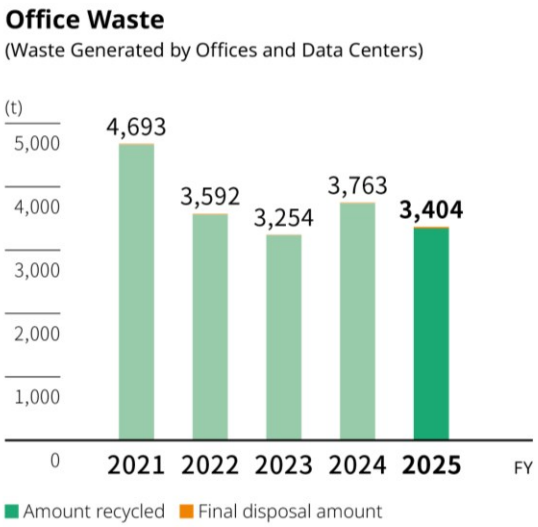
ⓘ Related webpage: Planet positive

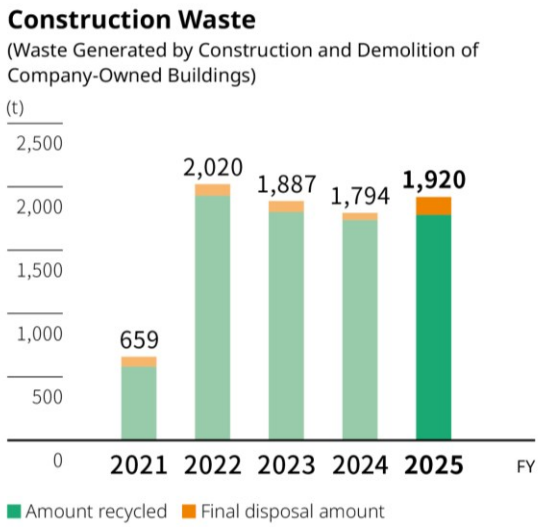
Waste Reduction

In Japan, in line with the NTT Group's materiality, we are continuing initiatives such as outsourcing waste treatment to operators with higher recycling rates, with the aim of achieving a waste recycling rate of at least 99% (including thermal recycling) by 2030. The waste recycling rates for FY2025 were as follows:

- General and industrial waste recycling rate: 98%
- Construction waste recycling rate: 93%

Notes:
1. Final disposal and volume reduction are not shown in the graph because the amounts are minimal.
2. As part of our resource circulation initiatives, we promote the reuse and recycling of IT devices and the proper treatment of construction waste.





Notes:
1.Office waste (including data centers): 3,342 t recycled (general and industrial waste recycling rate: 98%)
2.Construction waste (construction and demolition of company-owned buildings): 1,778 t recycled (construction waste recycling rate: 93%)
3.IT devices reused or recycled: approximately 16,000 units (helping reduce e-waste by more than 35 t)

Initiatives for the Chemical and Circular Management Platform (CMP)

As part of a project of the New Energy and Industrial Technology Development Organization (NEDO), NTT DATA Japan began developing a traceability management system for chemical information based on the Ouranos Ecosystem, an initiative promoted by the Ministry of Economy, Trade and Industry to establish a cross-sector data-sharing platform spanning companies, industries, and national borders*. This project aims to realize the Chemical and Circular Management Platform (CMP).

The project aims to build a platform that securely and seamlessly communicates regulatory information on substances and other relevant information among companies across the supply chain, from upstream to downstream. It will reduce the burden of complex survey work, enable prompt responses to tighter regulations on the registration, evaluation, authorization, and restriction of chemicals, and improve the accuracy and efficiency of information sharing. As of June 2026, more than 574 companies and organizations, including four special cooperating organizations, were participating in the CMP Consortium, which promotes this initiative. Cross-industry work is underway to develop standard specifications and operating rules. Large-scale demonstrations began in April 2026, with full-scale operation scheduled to begin during FY2026. This enables transparent information distribution and contributes to the realization of a sustainable circular economy.

* NTT DATA Japan was selected as the system developer for the subsidized project titled Development and Demonstration of a Data-Sharing System for the Ouranos Ecosystem / System Development for the Distribution of Chemical Substance Information / Development of a Traceability Management System for Chemical Substance Information.

ⓘ Related webpage: Development Begins on a Chemical Information Traceability Management System Contributing to the Ouranos Ecosystem (japanese only)

ⓘ Related webpage: CMP Consortium

Indicators and Targets

Indicators	Unit	FY2025 Results	FY2026 Targets	Medium- to Long-Term Targets	Scope*
Weight of end-of-life corporate IT devices in kg that are recycled/repurposed	t	(Japan only) 35.6 t (16,416 devices)	Continue monitoring	Consider medium- to long-term target during FY2026	③
Percentage of corporate IT devices reused/repaired/refurbished during life cycle	%	(Japan only) 0.28% (120 devices)			

* ① NTT DATA Group Corporation, NTT DATA Japan, and NTT DATA, Inc. (Japan) / ② ① plus Group companies in Japan / ③ ② plus Group companies outside Japan / ④ NTT DATA Group Corporation / ⑤ NTT DATA Japan / ⑥ NTT DATA, Inc. (Japan) / ⑦ Group companies in Japan / ⑧ Group companies outside Japan

Water Management

Basic Policy

NTT DATA promotes water management in the data center business, positioning conservation and sustainable use of water resources as one of the key management issues. To conserve water resources and ensure their sustainable use, we implement appropriate water management suited to local and business characteristics, taking into account the relationship between water and socioeconomic and corporate activities. We will also contribute to the conservation and sustainable use of water resources by providing clients with solutions that leverage AI, IoT, and other technologies.

Specific Initiatives

Understanding and Managing Water Risks

We regard water resources as an important form of natural capital and systematically identify and manage water risks in our data center business.

Specifically, we conduct water-stress assessments for all data centers worldwide and continuously monitor water use, including water withdrawal and consumption. Among data centers with evaporative cooling, we designate those in areas of high water stress as priority sites and assess and manage local conditions through information collected from each site.

By identifying and managing water risks, we seek to reduce the impact of water constraints on our business while supporting sustainable water use and resilient operations.

Reference page: TCFD/TNFD Integrated Disclosure

Improving Water Use at Data Centers

At the Hemel Hempstead data center in the United Kingdom operated by NTT Global Data Centers (GDC), more than 80,000 m³ of water per year was being used in indirect evaporative cooling units (IDECs). High alkalinity and dissolved solids in the water supply led to excessive blowdown drainage and scale deposition on heat exchangers, resulting in increased water consumption and chemical costs. To address this, a reverse osmosis (RO) system was implemented to remove alkalinity and dissolved solids from the water. The system removed more than 95% of dissolved salts, and 15% of raw water was blended back in to maintain hardness, improving WUE (Water Usage Effectiveness) and reducing annual water usage by 35,000 m³. The elimination of 30 t of salt previously used for water softening delivered significant improvements in both operational costs and environmental impact.
We will continue our efforts to improve water use efficiency while maintaining high operational reliability.

Hemel Hempstead 3 Data Center



ⓘ Related webpage: GDC Sustainability Report

Conserving Water Resources through Integrated Water Data

NTT DATA, Inc., is collaborating with the Spanish government on the “GOTA Observatory: Operational and Transparent Water Management” project, which aims to integrate and visualize water resource data across Spain. The initiative seeks to establish a nationwide digital platform that consolidates and enables real-time monitoring of information related to water quantity, water quality, rainfall, and water demand, currently dispersed among river basin authorities, municipalities, the Spanish State Meteorological Agency, and the EU Earth observation program “Copernicus.” The project also incorporates predictive analytics and early warning systems to support rapid decision-making in response to increasingly severe droughts and flood risks driven by climate change. Through the provision of technologies such as data integration, AI-based analytics, and satellite connectivity, NTT DATA, Inc., plays a key role in advancing water management capabilities in Spain.

Indicators and Targets

Indicators	Unit	FY2025 Results	FY2026 Targets	Medium- to Long-Term Targets	Scope*1
WUE*2 (water consumption per unit of IT energy consumption at DCs)	l/kWh	1. 0.38 (All data centers) 2. 1.24 (Data centers with evaporative cooling)	Continue monitoring	Continue monitoring	③

*1 ① NTT DATA Group Corporation, NTT DATA Japan, and NTT DATA, Inc. (Japan) / ② ① plus Group companies in Japan / ③ ② plus Group companies outside Japan / ④ NTT DATA Group Corporation / ⑤ NTT DATA Japan / ⑥ NTT DATA, Inc. (Japan) / ⑦ Group companies in Japan / ⑧ Group companies outside Japan

*2 WUE is defined as water consumption divided by IT energy consumption; here, however, it is calculated as water withdrawal divided by IT energy consumption. Calculated for data centers in the Global Technology Services Unit over which NTT DATA has financial control with at least 24 months of IT load utilization ≥ 20%

Note: In Water Management, WUE is monitored using the following as a reference value: 0.60 l/kWh (All data centers), 1.50 l/kWh (Data centers with evaporative cooling).

TCFD/TNFD Integrated Disclosure

TCFD and TNFD Recommendations and Activities Summary

TCFD and TNFD Recommendations	Recommended Disclosures	Summaries
Governance Organization's governance of climate-related risks and opportunities/nature-related dependencies, impacts, risks, and opportunities	[TCFD/TNFD] Board's oversight of climate-related risks and opportunities/nature-related dependencies, impacts, risks, and opportunities	The Board of Directors reviews or receives reports twice a year in principle on the matters discussed by the Sustainability Committee, which meets four times a year in principle.
	[TCFD/TNFD] Management's role in assessing and managing climate-related risks and opportunities/nature-related dependencies, impacts, risks, and opportunities	Under the supervision of the Board of Directors and the leadership of the Representative Director, President and Chief Executive Officer, the Representative Director and Senior Executive Vice President, as committee chair, makes recommendations, formulates strategies, and conducts monitoring related to promoting sustainability management. In addition, climate change is identified as an important risk under company-wide risk management and is regularly monitored by the Internal Control Committee to assess the status of related controls. Reference page: Sustainability Management "Promotion System"
	[TNFD] Organization's human rights policies and engagement activities, and oversight by the board and management, with respect to Indigenous Peoples, local communities, affected and other stakeholders, in the organization's assessment of, and response to, nature-related dependencies, impacts, risks, and opportunities.	In line with NTT Group Human Rights Policy, we are working on human rights management across the value chain, preventing and mitigating adverse impacts on stakeholder human rights and providing necessary remedies. A subcommittee for human rights under the Sustainability Committee discusses these matters, and the results are reported to the Board of Directors. Human rights risks are also managed under Corporate Ethics, one of the important risks in company-wide risk management, and are regularly monitored by the Internal Control Committee to assess the status of related controls. Reference page: People positive "Human Rights"
Strategy Actual and potential impacts of climate-related risks and opportunities/nature-related dependencies, impacts, risks, and opportunities on the organization's business, strategy, and financial planning	[TCFD/TNFD] Climate-related risks and opportunities/nature-related dependencies, impacts, risks, and opportunities the organization has identified over the short, medium, and long term	[Risks] 1) Rise in energy costs and decline in energy availability 2) Increase in supply chain disruptions and critical resource constraints 3) Increase in climate and sustainability compliance requirements 4) Increase in operational disruptions and decline in business continuity [Nature-related dependencies] Water use for data center cooling [Nature-related impacts] Oil storage facility for data center backup generators [Opportunities] 1) Growing demand for sustainability-related offerings 2) Growing demand for resilient data centers that contribute to decarbonization Reference page: Risks/Opportunities
	[TCFD/TNFD] Impact of climate-related risks and opportunities/nature-related dependencies, impacts, risks and opportunities on the organization's business, strategy, and financial planning	To reduce risks and maximize opportunities, we take measures against each risk and opportunity, calculate the costs of these measures, and analyze their financial impacts. Reference page: Transition Plan
	[TCFD/TNFD] Resilience of the organization's strategy, taking into consideration different climate/nature-related scenarios, including a 2°C or lower scenario	We developed four scenarios by combining two axes, Climate and Sustainability Transition and Energy and Resource Constraints, and analyzed their impacts on NTT DATA's business and strategy, as well as its resilience. Reference page: Scenario Analysis
	[TNFD] Locations of assets and/or activities in the organization's direct operations and, where possible, upstream and downstream value chain(s) that meet the criteria for priority locations	We analyze whether our sites are located in areas of significance for water stress and biodiversity. Where a site is located in an important area, we collect secondary data to confirm the local context and verify the relevant conditions individually with each site. As a result of the assessment, one data center site in Southeast Asia (comprising two data center buildings on the same premises) and three data center sites in South Asia are operating in areas of high water stress. Reference page: Assessment and analysis of water stress and biodiversity at data center sites

TCFD and TNFD Recommendations	Recommended Disclosures	Summaries
Risk and impact management How the organization identifies, assesses, and manages climate-related risks/nature-related dependencies, impacts, risks, and opportunities	[TCFD/TNFD] Organization's processes for identifying and assessing climate-related risks and opportunities/nature-related dependencies, impacts, risks, and opportunities in its direct operations	We identify risks and opportunities through scenario analysis and evaluate them based on their potential impact and likelihood. We manage risks and opportunities assessed as high risk through the relevant subcommittees under the Sustainability Committee. Reference page: Sustainability Management "Promotion System" [Nature] We identify and evaluate risks and opportunities after collecting water use and wastewater data from all locations. At sites in Southeast Asia located in areas of high water stress, we have confirmed the use of water recycled supplied by water utilities, while at sites in South Asia, we have confirmed that the planned expansion of the water supply network is expected to improve supply stability. In addition, we have installed emergency water storage tanks at each site to ensure business continuity.
	[TCFD/TNFD] Organization's processes for identifying and assessing climate-related risks and opportunities/nature-related dependencies, impacts, risks, and opportunities in upstream and downstream value chains	Under the NTT DATA Group Guidelines for Sustainability in the Supply Chain, NTT DATA asks suppliers to undertake environmental initiatives. Suppliers accounting for approximately 70% of total procurement value have signed the consent form for the guidelines. We also identify risks and opportunities through SAQs and engagement with priority suppliers.
	[TCFD/TNFD] Organization's processes for managing climate-related risks and opportunities/nature-related dependencies, impacts, risks, and opportunities	We monitor the progress of GHG emissions, water usage, and sustainability-related offerings through activities of the GHG Reduction and Environmental Management, Sustainability Business, and Supply Chain Management subcommittees under the Sustainability Committee.
	[TCFD/TNFD] How processes for identifying, assessing, and managing climate-related risks and opportunities/nature-related dependencies, impacts, risks, and opportunities are integrated into the organization's overall risk management	The Internal Control Committee controls and oversees these risks alongside other risks and implements integrated risk management across the Group.
Metrics and Targets Metrics and targets used to assess and manage climate-related risks and opportunities/nature-related dependencies, impacts, risks, and opportunities	[TCFD/TNFD] Metrics used by the organization to assess and manage climate-related/nature-related risks and opportunities in line with its strategy and risk management process	We have established NTT DATA NET-ZERO Vision 2040, which aims to achieve Net-Zero by 2040. Based on the Vision, NTT DATA has established medium- and long-term reduction targets for Scope 1, 2, and 3 GHG emissions. For opportunities, we use progress in promoting sustainability-related businesses as a metric.
	[TCFD] Scope1, 2, and 3 GHG emissions and the related risks, where applicable	FY2025 actual Scope1: 46,186 t-CO_2e Scope2: 248,820 t-CO_2e Scope3: 6,157,782 t-CO_2e
	[TCFD/TNFD] Targets used by the organization to manage climate-related risks and opportunities/nature-related dependencies, impacts, risks, and opportunities, and performance against these targets	[Greenhouse gas] Short term: FY2026 Scope1, 2: 294 kt-CO_2e or less Medium term: FY2030 Scope1, 2: 68% reduction (from FY2021) Scope3: 42% reduction (SBT 1.5°C level) Long term: FY2040 Scope1, 2: Net-Zero Scope1, 2, 3: Net-Zero Note: SBT approved [Efficient water use] FY2025 actual WUE (All data centers): 0.38 l/kWh WUE (Data centers with evaporative cooling): 1.24 l/kWh FY2026 target Continue monitoring (reference guideline): WUE (All data centers): 0.60 l/kWh WUE (Data centers with evaporative cooling): 1.50 l/kWh

Scenario Analysis

Overview of Scenario Analysis

We conducted scenario analysis based on the TCFD's Guidance on Scenario Analysis for Non-Financial Companies to understand how climate change and nature-related issues affect our business activities and value chain and to assess the resilience of our business over the long term.

In recent years, addressing climate change has extended beyond policy and market changes aimed at decarbonization and has become increasingly intertwined with nature-related issues such as water resources, biodiversity, and resource use. The advancement of the digital society, including the proliferation of AI and growing demand for data centers, is also having a significant impact on energy demand and resource use. Rather than viewing these changes in the external environment separately, we organized them as interconnected structural changes and assessed the future business environment from multiple perspectives.

In our analysis, we first examined changes in the external environment surrounding NTT DATA in relation to climate change and nature-related issues. We then identified key future uncertainties for NTT DATA and combined them to develop four future scenarios. We then analyzed the effects of each scenario on our business activities and value chain, identified material risks and opportunities, and assessed their financial impacts and potential response measures.

While grounded in TCFD-based climate scenario analysis, this analysis also considers dependencies and impacts on nature under each scenario, thereby extending the assessment into an integrated analysis incorporating both the TCFD and TNFD frameworks. When identifying driving forces and constructing scenarios, we used scenarios published by international organizations and the latest available knowledge, as well as generative AI on a supplementary basis,* to improve the comprehensiveness and objectivity of the analysis. We use the results to identify material climate- and nature-related risks and opportunities, assess business resilience, and enhance risk management and information disclosure.

* A scenario analysis tool being developed by NTT DATA and the NTT Space Environment and Energy Laboratories was used on a supplementary basis.

Analysis Approach

The scenario analysis was conducted in accordance with the process set out in the TCFD guidance. In conducting the analysis, we referred to scenarios and assessments published by international organizations, including the IEA World Energy Outlook, the IPCC Sixth Assessment Report (AR6), and the NGFS Climate Scenarios, and organized changes in the external environment across policy, markets, technology, and the natural environment. We then evaluated the driving forces in terms of their potential impact on our business and the degree of future uncertainty, and developed four future scenarios based on factors rated high on both impact and uncertainty.

In developing the scenarios, we considered not only future climate change but also factors underpinning the digital society, including growing demand for AI and digital technologies, energy supply and demand, water resources, critical minerals, and biodiversity. For each scenario, we analyzed impacts on business activities and the value chain, identified risks and opportunities, evaluated them in terms of financial impact and likelihood, and identified the most material themes.

Focal Question

We established the following focal question as a common perspective guiding the entire analysis.

How might different pathways of climate change and the global response to climate change affect NTT DATA's business model, operations, value chain, and strategic resilience in FY2030, FY2040, and FY2050, and what challenges and opportunities could emerge for the Group under these different future conditions?

Using this focal question, we carried out a consistent analysis from evaluating driving forces through developing scenarios and identifying risks and opportunities.

The scope of the analysis covers NTT DATA and its entire value chain. The time horizons are defined as short term (FY2030), medium term (FY2040), and long term (FY2050). FY2050 is the long-term point by which the world is expected to achieve Net-Zero. FY2040 is the target year for the NTT DATA NET-ZERO Vision 2040, while FY2030 is positioned as an important milestone toward achieving the Vision's target.

Selection of Driving Forces and Scenario Axes

The scenario analysis identified structural drivers of change (driving forces) that could shape the future business environment and assessed both their potential impact and future uncertainty.

To identify the driving forces, we referenced international scenarios and analyses, including the IEA World Energy Outlook, the IPCC Sixth Assessment Report (AR6), the NGFS Climate Scenarios, and the World Economic Forum Global Risks Report. We then identified factors that could shape the future business environment from multiple perspectives, including policy, markets, technology, energy, the natural environment, and geopolitics. By drawing on multiple information sources rather than relying on a single scenario, we sought to capture a broad range of future uncertainties.

For each driving force identified, we assessed its potential impact on our business and the degree of future uncertainty and mapped the causal relationships among the factors. This process confirmed that factors such as advances in global decarbonization policies, growing AI-driven digital demand, energy supply and demand, water resources, critical minerals, and biodiversity will likely interact with one another to shape the future business environment.

After comparing the driving forces rated high in both impact and uncertainty, we selected Climate and Sustainability Transition and Energy and Resource Constraints as the two critical uncertainties most likely to shape the future business environment. These two axes form the basis of our scenario analysis because they could have broad impacts not only on NTT DATA's business but also across the value chain, including clients and the supply chain, and because they allow sufficiently distinct future states to be described.

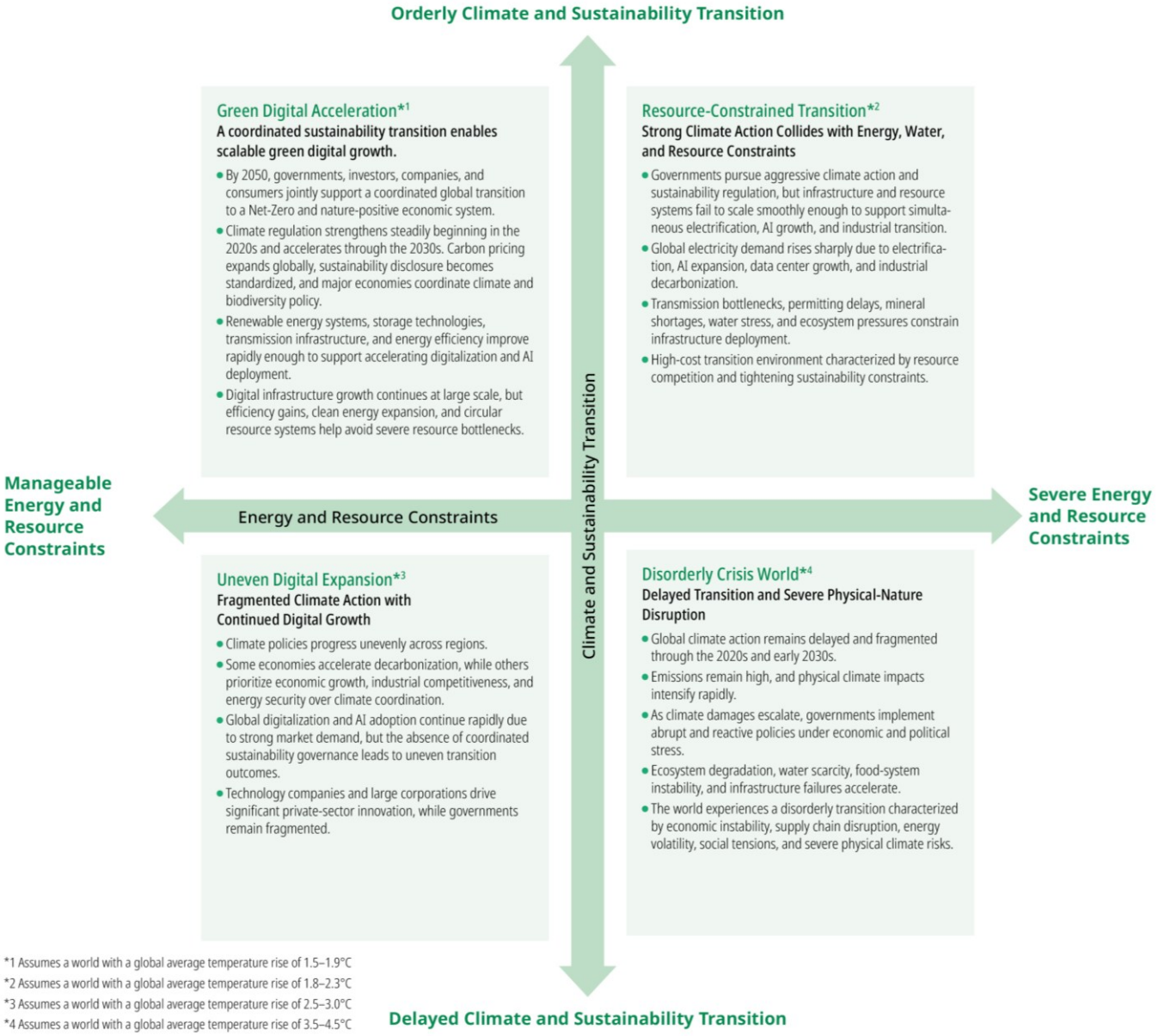
Scenario Setting

When developing the scenarios, we established a set of external-environment changes expected to occur across all four scenarios as common assumptions. These include the continued digitization of the global economy, expansion of AI and data processing demand, growing social demands for climate disclosure, increasing exposure to physical climate risks, and the rising importance of supply chain resilience. These elements have been organized as common assumptions across all scenarios, regardless of the direction of future changes.

We then combined the two scenario axes to organize the future business environment into four distinct worldviews. Each scenario shows how changes in policy, market, technology, and the natural environment interact with one another and how they affect NTT DATA and the value chain. For each scenario, we also checked alignment with the IEA World Energy Outlook, the IPCC Sixth Assessment Report (AR6), and the NGFS Climate Scenarios and identified the corresponding climate pathway and projected temperature rise by 2100.

- **Green Digital Acceleration** assumes a world in which globally coordinated decarbonization policies and the mutually reinforcing adoption of renewable energy and digital technologies enable a sustainable digital society (assumed temperature rise: approximately 1.5–1.9°C).
- **Resource-Constrained Transition** assumes a world in which decarbonization advances steadily, but constraints on energy, water, critical minerals, and other resources limit the expansion of digital infrastructure (assumed temperature rise: approximately 1.8–2.3°C).
- **Uneven Digital Expansion** assumes a world in which AI and digital demand continue to grow while progress on climate policies and regulations varies widely by country and region, resulting in different transition speeds and market conditions across regions (assumed temperature rise: approximately 2.5–3.0°C).
- **Disorderly Crisis World** assumes a world in which delayed climate action makes physical climate impacts and environmental degradation increasingly evident, rapidly intensifying disruptions to energy supply and supply chains and their social and economic consequences (assumed temperature rise: approximately 3.5–4.5°C).

Four-Quadrant Framework for Climate- and Nature-Related Scenarios



Risks/Opportunities

Identification of Risks and Opportunities

Analysis of the impacts of the four scenarios on business activities and the value chain confirmed that, despite their different future states, the risks and opportunities affecting NTT DATA's business share several common themes.

For risks, we organized the individual risks identified in each scenario by their drivers, the affected businesses and parts of the value chain, financial impacts, and response strategies. This consolidated them into four themes: Energy, Supply Chain, Climate Change and Sustainability Response, and Business Continuity.

For opportunities, all scenarios indicated growing demand for digital services that help clients decarbonize and strengthen resilience. In particular, demand for sustainability-related solutions and consulting, AI- and data-analytics-based environmental management, and energy management is expected to grow over the medium to long term regardless of the global transition pathway. Demand for decarbonized, highly resilient data centers could also grow, particularly in scenarios where energy and resource constraints remain relatively manageable.

Although the future business environment differs by scenario, we believe that, in addition to addressing climate change, responses to nature-related issues and resource constraints will have an increasingly significant impact on business continuity and competitiveness. NTT DATA aims to improve business resilience for multiple future scenarios by addressing these common issues.

Evaluation and Classification of Risks

We assessed the identified risks in terms of their potential impact on the business and likelihood under each scenario and used the results to determine their materiality. The evaluation is carried out across the short-term (FY2030), medium-term (FY2040), and long-term (FY2050) time horizons and takes into account impacts related to both climate change and nature-related issues.

The assessment confirmed that rising energy costs, unstable energy supplies, supply chain disruptions, increasing regulatory and market demands relating to climate change and sustainability, and climate-related operational impacts are material in terms of both financial impact and likelihood.

Although these risks could materialize under different scenarios, many were common to multiple scenarios. NTT DATA therefore regards them as material issues requiring ongoing management over the medium to long term. In particular, changes in energy and resource constraints and the supply chain can affect infrastructure operations, including data centers, as well as the procurement of ICT equipment. We therefore recognize the importance of risk management that considers nature-related issues alongside climate change.

In assessing the risks, we classified those with common drivers by theme, in addition to managing individual risks, so that responses and monitoring can be implemented more effectively. As a result, NTT DATA identified four climate- and nature-related risk themes: Rise in energy costs and decline in energy availability; Increase in supply chain disruptions and critical resource constraints; Increase in climate and sustainability compliance requirements; and Increase in operational disruptions and decline in business continuity.

Climate- and Nature-Related Risks and Opportunities

		Risks/Opportunities	Related Scenarios	Related Domains	Time Horizon
Risks	Predominantly transition risk; includes chronic physical and market elements	Rise in energy costs and decline in energy availability	Scenarios 1–4	Climate change	Short to medium term (FY2030–2040)
	Mixed transition, physical, and market risks	Increase in supply chain disruptions and critical resource constraints	Scenarios 1–4	Climate change Nature	Primarily short term (FY2030), with medium-term implications
	Transition risk	Increase in climate and sustainability compliance requirements	Scenarios 1, 3	Climate change Nature	Short to medium term (FY2030–2040)
	Acute physical risk	Increase in operational disruptions and decline in business continuity	Scenario 4	Climate change Nature	Medium to long term (FY2040–2050)
Opportunities		Growing demand for sustainability-related offerings	Scenarios 1–4	Climate change Nature	Short to medium term (FY2030–2040)
		Growing demand for resilient data centers that contribute to decarbonization	Scenario 1	Climate change Nature	Short term (FY2030)

Transition Plan

Responses to Risks

Although the four identified risk themes differ in their drivers and affected business areas, all are material to the foundations of NTT DATA's business, including data centers, ICT infrastructure, procurement activities, and service delivery capabilities. Accordingly, in addition to addressing individual risks, we respond to multiple risks across the organization through advanced energy use, supply chain management, decarbonization initiatives, and business continuity management.

Even in scenarios where climate action advances, we expect the impacts of nature-related issues such as water resources, biodiversity, and critical resources on business continuity and infrastructure development to increase. Rather than managing climate change and nature-related issues separately, we evaluate and manage them in an integrated manner as interconnected risks to enhance business resilience.

Risk 1 **Rise in energy costs and decline in energy availability**

Higher energy costs and an unstable power supply could result from decarbonization efforts and growing electricity demand. These can affect business operations, particularly those involving data centers, potentially leading to increased operating costs.

Measures and costs

To minimize the impact of rising energy costs, we are implementing energy-saving measures, including the installation of AI-controlled air-conditioning systems to optimize cooling and reduce power consumption. In introducing renewable energy, we are actively promoting the adoption of off-site physical corporate Power Purchase Agreements (PPAs)* to ensure a stable long-term supply of renewable energy.

* An offsite physical corporate Power Purchase Agreement (PPA) is a long-term electricity purchase agreement under which a company purchases renewable energy from a retail electricity provider at a fixed price. The electricity is supplied from a power generation facility located away from the demand site through the general transmission and distribution network, with supply and demand matched every 30 minutes. The retail electricity provider supplies the customer with both electricity and its associated environmental value.

Risk 2 **Increase in supply chain disruptions and critical resource constraints**

Shortages of critical components, logistics disruptions, and constraints on the procurement of critical minerals could affect ICT equipment procurement and service delivery. In addition, Scope3 emissions management and increasing environmental and social demands on suppliers will be important issues in procurement activities.

Measures and costs

Under the NTT DATA Group Guidelines for Sustainability in the Supply Chain, we require suppliers not only to comply with sustainability-related requirements, including those concerning the environment and human rights, but also to conduct mineral surveys and due diligence and formulate business continuity plans. Through these measures, we seek to reduce medium- to long-term procurement risks.

In our own procurement operations, we designate suppliers for each major manufacturer. If a supply chain disruption occurs, we coordinate with those suppliers at an early stage to secure inventory, examine optimal procurement methods, share project pipelines, and place orders early, thereby building a framework to minimize the impact on our business.

Risk 3

Increase in climate and sustainability compliance requirements

The expansion of decarbonization policies and information disclosure systems in countries and regions worldwide is driving requirements to address carbon pricing, information disclosure, and environmental regulations, while sustainability efforts could also affect corporate competitiveness. If carbon pricing were applied to GHG emissions from the data center business, an additional cost of ¥6.0 billion* could arise based on projected FY2030 GHG emissions.

* Because EBITDA is projected to grow 1.5-fold from FY2025 to FY2030, we assumed that Scope1 and 2 emissions would likewise increase 1.5-fold and projected FY2030 emissions accordingly. We calculated the carbon-pricing cost by multiplying the difference between these projected emissions and the FY2030 target by the carbon price for advanced economies under the IEA's 2030 Net Zero Scenario (USD 140/t-CO_2e).

Measures and costs

To achieve NTT DATA's Net-Zero target, the NTT DATA NET-ZERO Vision 2040, we will actively advance energy-saving measures and the adoption of renewable energy to reduce Scope1 and 2 emissions and curb increases in additional costs from carbon pricing. Because reducing emissions is the most direct way to reduce this risk, we will steadily advance initiatives to achieve Net-Zero Scope1 and 2 emissions by FY2035.

Risk 4

Increase in operational disruptions and decline in business continuity

The intensification of natural disasters and increasing water stress associated with climate change could affect the operation of critical infrastructure, including data centers, and business continuity. In addition, worsening nature-related issues are expected to affect site selection and facility operations. Assuming that a disaster caused three of the 129 data center sites to suspend operations for five days, the estimated impact on revenue would be a decrease of ¥200 million*.

* FY2025 data center revenue of ¥584.5 billion × (3/129 sites) × (5/365 days) ≈ ¥200 million
129 sites: All data centers in operation in FY2025

Measures and costs

To strengthen data center resilience, we design new data centers with consideration for flood and other natural disaster risks. Construction costs that incorporate measures addressing these natural disaster risks are included in data center capital expenditures. NTT DATA plans capital investment of ¥1.5 trillion from FY2023 through FY2027 and invested ¥377.9 billion in FY2025.

We have also established a framework for rapid recovery in the event of a disaster by developing and regularly reviewing business continuity plans (BCPs). We work to maintain business continuity and strengthen resilience by identifying critical operations to be prioritized, establishing response frameworks with clearly defined roles, and conducting regular drills.

Reference: Assessment and analysis of water stress and biodiversity at data center sites

Scope of disclosures

Based on the results of the assessment of NTT DATA's dependencies and impacts on nature, the disclosure scope covers the data center business and the upstream value chain*1. Evaluation and analysis of water stress and biodiversity at individual sites was conducted for 117 data centers in direct operations*2 (14 in Japan and 103 overseas).

*1 NTT DATA's data center business mainly consists of the colocation service, and the downstream value chain consists of clients who use the data centers. The IT equipment used in the data center is generally provided by clients, and we have determined that the nature-related dependencies and impacts associated with the procurement, disposal, and recycling of IT equipment owned by clients are considered to be outside the scope of our direct management and involvement. Although the downstream value chain's dependencies and impacts on nature are considered relatively limited, we are promoting the reuse and recycling of IT equipment to help realize a circular economy.

Reference page: Reuse and recycling of IT equipment

*2 117 sites: Data centers for which water data is confirmed to be unavailable due to the absence of dedicated meters, such as small-scale data centers that share facilities with other entities and small-scale IT server rooms, are excluded.

Nature-related dependencies and impacts

Based on each step of the LEAP (Locate, Evaluate, Assess, Prepare) approach, we identified and analyzed the dependencies and impacts on nature.

As a result of assessing dependencies and impacts across direct operations and the entire value chain, we determined that water use at data centers in direct operations represents the most significant dependency and impact for NTT DATA and conducted water stress assessments for each of these data centers.

Identification of sites located in areas of water stress

For the water stress assessment, we used Aqueduct*3 and ThinkHazard!*4 by identifying sites located in areas of high water stress, and conducted individual surveys on the water use status of each data center, based on the results.

As a result, we identified data centers located in areas of high water stress as priority sites among those using evaporative water-cooling systems. In the data centers included in the FY2025 analysis, we identified one site in Southeast Asia (comprising two data center buildings on the same premises) and three sites in South Asia as sites located in areas of high water stress.

*3 Global tool for water risk assessment developed by the World Resources Institute (WRI) It can assess the water risk of the region in which each site is located from the perspectives of water quantity, water quality, and regulatory and reputational risk.

*4 ThinkHazard!: A tool developed by the Global Facility for Disaster Reduction and Recovery (GFDRR) and other organizations. It can assess risk levels for various disasters such as earthquakes, typhoons, and floods.

Water withdrawal and discharge data for NTT DATA's direct operations

					(thousand m³)
Water withdrawal (total volume)*5	4,355		Water discharge (total volume)	3,923	
Fresh surface water/rainwater	10	−	Discharge to fresh surface water	0	=
Groundwater	3,041		Discharge to groundwater	2,850	Water consumption (total volume) 432
Third-party sources	1,304		Discharge to third-party destinations	1,073	

Number of sites operating in water-stressed regions

Total number of sites (data centers)	117
Number of sites operating in regions of extremely high water stress	17(15%)
Of these, number of sites consuming water for evaporation for data center cooling	5(4%)*6

*5 Of the water withdrawn from groundwater, water withdrawal at the first South Asian data center located in a water-stressed area was 0.5 thousand m³, while withdrawal at the second data center was 0.9 thousand m³ and withdrawal at the third data center was 6.5 thousand m³. Of the water withdrawn from third-party sources, water withdrawal at the first Southeast Asian data center located in a water-stressed area was 57.6 thousand m³, while withdrawal at the second data center was 5.5 thousand m³. Water withdrawal at the first South Asian data center was 0.3 thousand m³.

*6 Two data center sites in Southeast Asia are located on the same premises.

Risk and impact management

In Southeast Asia, where sites have been identified as being located in areas of high water stress, we have installed emergency water storage tanks. We have also confirmed that the water suppliers serving these sites take sufficient consideration of local water resources, including by treating wastewater for reuse as industrial water. We have also installed emergency water storage tanks at our sites in South Asia. We have confirmed that local authorities are planning to expand the water supply network, which is expected to improve supply stability. We maintain business continuity by continuously monitoring the status of these risks and local water supply systems.

We also monitor efficient water usage at data centers using Water Usage Effectiveness (WUE) as an indicator.

In addition to reducing water consumption at existing sites, we generally do not plan to adopt evaporative water-cooling systems at newly constructed data centers. Although reducing water consumption might result in a trade-off in the form of increased energy consumption, we are considering this together with measures to improve PUE, such as energy-saving measures, and advancing these initiatives while balancing climate change action with the reduction of water-related risks.

Reference page: Specific initiatives for efficient water management

Value chain response

To understand dependencies and impacts in the upstream value chain, we conducted an assessment using ENCORE*7. “Hardware,” “software, system development, and cloud,” and “construction” are the main industries in which companies in NTT DATA’s upstream value chain operate. We confirmed that the hardware and construction industries include areas with significant dependencies and impacts on nature.

To encourage companies in our upstream value chain to conduct nature-related analyses and initiatives, we introduce trends related to nature and assessment methods for biodiversity and water at our annual supplier briefing. We are also conducting surveys to understand the situation at each company and gain a better understanding of suppliers’ interactions with nature.

*7 Exploring Natural Capital Opportunities, Risks and Exposure (ENCORE): A tool jointly developed by the Natural Capital Finance Alliance (NCFA) and the United Nations Environment Programme World Conservation Monitoring Centre (UNEP-WCMC) to visualize the impacts of environmental change on the economy

Dependencies and impacts on biodiversity

Based on the assessment of dependencies and impacts using ENCORE, we consider NTT DATA’s dependencies and impacts on biodiversity to be low due to the characteristics of the data center business. However, we use IBAT*8 to investigate whether our sites have any points of contact with areas of high biodiversity importance and natural World Heritage Sites. For the data centers included in the FY2025 analysis, no sites are located within KBA, World Heritage, or Natura 2000 protected areas. In addition, sites operating within 25 km of areas of importance were assessed as having a low impact, as they are located in already urbanized areas.

Number of sites operating within 25 km of areas of high biodiversity importance

Distance from site	KBA*9	World Heritage Sites	Natura2000
Number of sites	19/117	0/117	35/117

*8 Integrated Biodiversity Assessment Tool (IBAT): A database developed by UNEP-WCMC that integrates biodiversity information from around the world. We provide specific information on biodiversity and important habitats around the world, enabling governments, development banks, companies, and others to assess risks to biodiversity and ecosystems when planning development strategies and projects.

*9 Key Biodiversity Area (KBA): A key area for biodiversity conservation selected according to international criteria.

Creation and Expansion of Opportunities

In the scenario analysis, we confirmed that demand for decarbonization and enhanced resilience through digital technologies is expected to grow over the medium to long term, regardless of which scenario the world progresses toward. We view supporting the resolution of these social issues as a business opportunity and are expanding our services and solutions accordingly.

Opportunities 1 **Growing demand for sustainability-related offerings**

As companies and local governments advance efforts to decarbonize, improve resource efficiency, and strengthen resilience, demand is expected to grow for sustainability-related offerings such as consulting, data analytics, and AI-based solutions.

Actions to Realize Opportunities

NTT DATA views this growing demand as an opportunity for business growth. We have designated sustainability-related offerings as one of our strategic areas, including consulting, platforms, AI and analytics services related to decarbonization, energy, the circular economy, water, resilience, and business continuity. We aim to create new offerings and increase revenue in this area.

NTT DATA provides clients with solutions and consulting services aligned with each of its materialities. These include C-Turtle®, a GHG emissions visualization solution; the Battery Traceability Platform, which supports data sharing across the automotive and storage battery industries; and Environmental Markets, a blockchain-based platform that contributes to the creation of a water credit market.

We have established a new KPI for revenue from sustainability-related offerings based on FY2025 results and are monitoring progress against it. NTT DATA will support clients' sustainability management while incorporating the expertise gained through its own responses to environmental and social issues into its offerings, thereby creating a virtuous cycle between its initiatives and business growth.

ⓘ Related webpage: Sustainability Transformation
ⓘ Related webpage: Sustainability Solutions (japanese only)

Opportunities 2 **Growing demand for resilient data centers that contribute to decarbonization**

Against the backdrop of the advancement of the digital society, increasingly frequent extreme weather events, and growing societal demand for decarbonization, companies are required to strengthen the resilience of their IT infrastructure while also addressing environmental considerations. As the use of generative AI rapidly expands, demand for sustainable cloud managed services is also growing, and we expect demand for NTT DATA's data center business to increase further.

Actions to Realize Opportunities

NTT DATA's data centers combine robust infrastructure with high energy efficiency, providing services that deliver both stability and environmental sustainability. Under the NTT DATA NET-ZERO Vision 2040, our Net-Zero target, we are accelerating efforts to achieve Net-Zero Scope1 and 2 GHG emissions at data centers by FY2030, thereby contributing to a sustainable society.

To capture this demand, we are actively investing in low-carbon, resilient data centers and aim to expand business opportunities in the data center business through these initiatives.



Prosperity positive

55 **Innovation through Technology**
Basic Policy / AI-Centered Growth Strategy / Promotion System / Specific Initiatives / Indicators and Targets

60 **Responsible Technology and AI Ethics**
Basic Policy / Promotion System / Specific Initiatives / Indicators and Targets

64 **Sustainable Supply Chain Management**
Basic Policy / Promotion System / Specific Initiatives / Indicators and Targets

66 **Digital Safety and Reliability**
Basic Policy / Promotion System / Specific Initiatives / Indicators and Targets

69 **Secure and Sustainable-by-Design Services and Solutions**
Basic Policy / Promotion System / Specific Initiatives / Delivery of Sustainable Products and Services / Indicators and Targets

Innovation through Technology

Basic Policy

As social issues and client needs become increasingly diverse and complex, we are working to create services that meet emerging needs by leveraging AI and the technologies and expertise developed through our existing services.

We regard technology development not merely as the exploration of advanced technologies, but as a means of creating value that contributes to clients' business transformation and helps solve social issues. Based on this approach, we are advancing initiatives to expand the use and implementation of advanced technologies, including generative AI. We are strengthening global collaboration to deliver technology-enabled business solutions together with a broad range of partners. In particular, by making strategic investment in technologies such as generative AI in growth areas that are difficult to pursue through ordinary business investment, we aim to create innovations that contribute to a sustainable society.

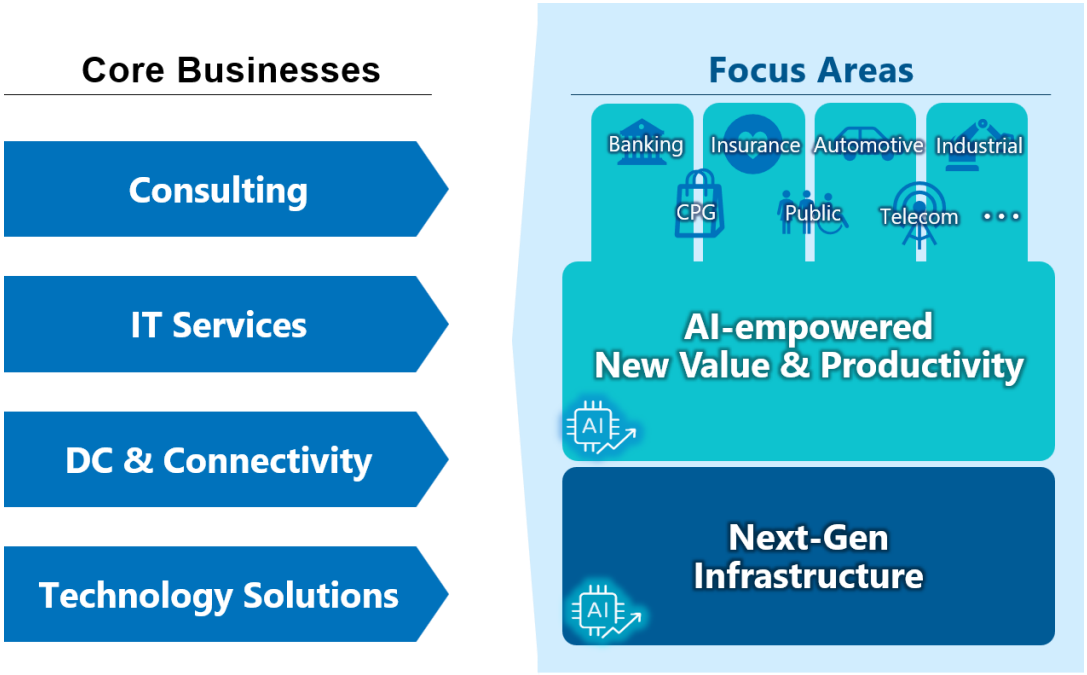
AI-Centered Growth Strategy

In 2026, we formulated a growth strategy centered on "AI-empowered New Value & Productivity" and "Next-Gen Infrastructure" to achieve Quality Growth in the AI era. In addition, we will establish an organizational structure to execute this strategy and strengthen our end-to-end, full-stack services, providing integrated services from consulting through infrastructure for the AI era. Through these initiatives, we support business transformation and new value creation with the aim of achieving EBITDA of ¥1.2 trillion in FY2030.

Under its AI strategy, we combine industry-specific AI with the Core AI Platform to promote AI use tailored to each client's industry-specific challenges and business processes. At the core of this strategy is NTT DATA AIVista, established in December 2025. NTT DATA AIVista is developing a Core AI Platform equipped with common functions grounded in industry knowledge, including business rules for embedding AI agents in business processes, policy-based decision-making, and workflow execution. By leveraging this platform, we will accelerate the creation of AI-native businesses that transform clients' business processes.

In addition, to support AI-native businesses, we will provide AI-ready infrastructure, including data centers, cloud services, and cybersecurity, tailored to clients' data sovereignty, regulatory compliance, performance, and security requirements. By combining efforts to create new value and improve productivity through AI with the infrastructure services that support them, we will translate our clients' business transformation into tangible outcomes.

Focus Areas



Promotion System

To execute this strategy, we are bringing together the client relationships, industry expertise, advanced technologies, and delivery capabilities of our organizations in Japan and overseas. The Global AI Office (GAO) also supports Group-wide initiatives by leading activities such as developing strategies for the company-wide use of generative AI and formulating the investment portfolio. In Japan, the newly established Consulting Segment at NTT DATA Japan works with the AI Business Headquarters in the Technology Segment to drive AI transformation from proposals based on management agendas through implementation and the delivery of outcomes.

Overseas, we are creating new businesses, enhancing client experiences, and advancing business transformation through the Global AI Unit at NTT DATA, Inc. Advanced technology development, including AI-native software development and models for specific applications, is led by the Technology and Innovation General Headquarters of NTT DATA Group Corporation, strengthening the Group's global technology strategy capabilities.

We have also established a global governance structure centered on the AI Governance Office to promote the appropriate use of AI.

Reference page: "Responsible Technology and AI Ethics"—Promotion System

Specific Initiatives

AI-Centered Technology Development and Commercialization

AI Agents

We support the transformation of entire business processes and the creation of new value through the use of AI agents. Leveraging industry expertise and advanced technologies, we serve as a transformation partner that drives change from proposals rooted in management agendas through implementation and the delivery of outcomes.

We are advancing implementation in manufacturing, finance, healthcare, and other fields. Beyond improving the efficiency of individual tasks, we support autonomous execution across entire business processes by AI agents and more sophisticated decision-making.

ⓘ Related webpage: Agentic AI

Private AI

To meet the needs of companies and public-sector organizations seeking to use highly confidential proprietary data securely, we are expanding platforms and services that enable AI use in dedicated client environments, such as private clouds built in our data centers. These offerings enable reliable inference while maintaining data sovereignty and accelerate the adoption of AI in business operations.

We provide integrated support from adoption planning and architecture design through infrastructure development, application implementation, and operations, helping clients address challenges related to AI adoption.

ⓘ Related webpage: Expanded Support Services for Using Generative AI in Private Environments (japanese only)

Expanding Partner Collaboration and Social Implementation

Collaboration with Key Partners

To accelerate the social implementation of AI, we are promoting global collaboration with diverse partners that have strengths in areas such as cloud services, generative AI, AI infrastructure including GPUs, security, and industry-specific solutions. Rather than limiting ourselves to specific technologies, we combine the most suitable technologies and services for each client's industry characteristics, business challenges, and security requirements to support AI adoption and digital transformation.

By combining partners' advanced technologies with our industry expertise, consulting capabilities, and system implementation and operations capabilities, we provide end-to-end support from concept development and validation through implementation, operations, and value creation. Through these partnerships, we are expanding the provision of AI agents, private AI, infrastructure environments for AI use, and data platforms, thereby fostering innovation across industries.

ⓘ Related webpage: New Strategic Collaboration Agreement with AWS to Strengthen Digital Business (japanese only)
ⓘ Related webpage: Global Partnership with Google Cloud to Accelerate Industry-Specific Agentic AI Adoption and Cloud Modernization
ⓘ Related webpage: Strengthening AI Implementation Validation through a Global Alliance with NVIDIA
ⓘ Related webpage: NTT DATA Japan and Dell Technologies Reach a Basic Agreement on a Comprehensive Partnership to Support Enterprise Use of Private AI (japanese only)
ⓘ Related webpage: Launch of a Global Strategic Partnership with OpenAI (japanese only)
ⓘ Related webpage: Establishment of the OpenAI Center of Excellence
ⓘ Related webpage: Joint Development of Private AI through a Partnership with Mistral AI

tsuzumi 2 Selected as a Trial Model for the Digital Agency's "Government AI"

tsuzumi 2 was selected as a large language model for trial use in the Digital Agency's "Government AI" initiative. It is a concrete example of a domestically developed AI platform that emphasizes safety, data sovereignty, and deployability, and demonstrates the expanding social implementation of AI in the public sector. The platform is expected to contribute to more advanced public services and greater operational efficiency while meeting the stringent reliability, security, and data management requirements of the public sector. Through these initiatives, we will promote the social implementation of AI platforms that can be used safely and securely.

ⓘ Related webpage: "tsuzumi 2" Selected as a Large Language Model for Trial Use in the Digital Agency's "Government AI" (japanese only)

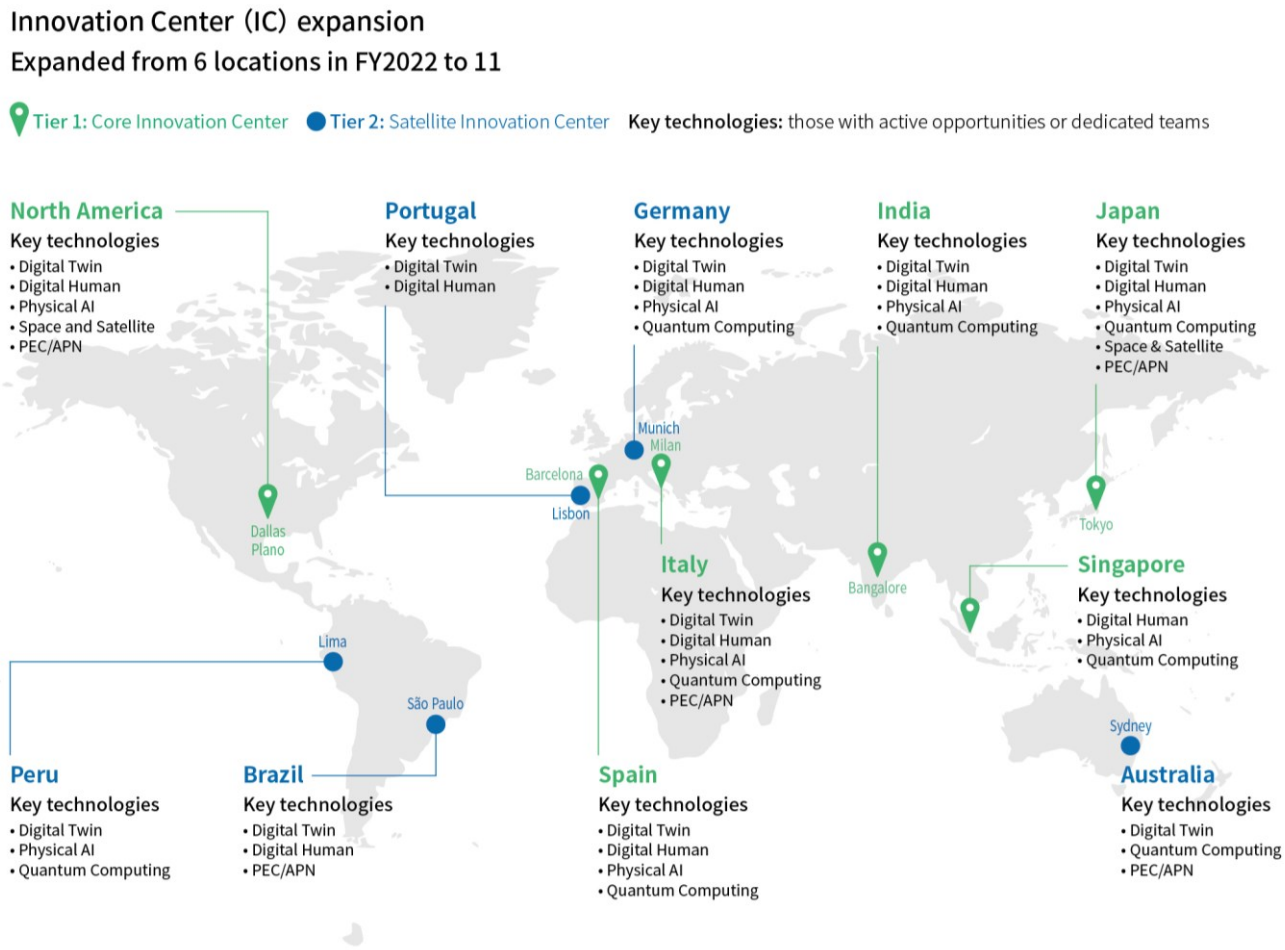
Exploration of Advanced Technologies and Co-Creation R&D

Global Innovation Centers

The Innovation Centers operate in 11 countries worldwide. Drawing on market and technology trends, they identify technologies expected to become mainstream in five to 10 years and create new businesses through co-creation R&D with clients. Researchers, consultants, and engineers based in each region identify advanced technologies through collaboration with universities and start-ups.

Through the GCC Innovation Acceleration Program, which supports the use of Global Capability Centers (GCCs) in India, we are systematically coordinating the activities of our global Innovation Centers and providing integrated support from co-creation R&D and proof of concept (PoC) through commercialization. Over a three-year period, NTT DATA aims to support more than 50 companies in advancing their GCCs, while tracking the progress of innovation activities using indicators such as the number of PoCs, efficiency gains, and lead time.

Innovation Centers Overview



ⓘ Related webpage: Launch of the GCC Innovation Acceleration Program to Support Innovation at Global Companies

Development of CO_2 Conversion Catalysts Using Quantum Computing

Together with the University of Palermo and other partners, NTT DATA Italia is conducting R&D on an efficient catalytic system that uses advanced technologies such as quantum machine learning and generative AI to convert emitted CO_2 into high-value-added chemicals. By combining quantum computing with materials informatics, the project screens vast numbers of candidate substances and accelerates the development of materials that can help reduce environmental impact.

ⓘ Related webpage: Transforming Materials Development Through Data Analytics

Data Center Connectivity Demonstration Using IOWN APN

MUFG Bank, NTT WEST, and NTT DATA Group Corporation published a white paper summarizing the results of a proof-of-concept trial connecting data centers using the IOWN APN. As financial systems require high reliability and disaster resilience, the companies are conducting technical trials to make effective use of geographically distributed data centers, including switching system operating locations between multiple data centers, enabling long-distance database replication, and extending high-reliability storage networks over long distances. Through these trials, the companies are working to build a next-generation financial systems platform that enables critical data to be migrated and shared quickly and securely while minimizing downtime.

ⓘ Related webpage: Report on a Data Center Connectivity Trial Using the IOWN APN

Urban Planning Platform Using a Digital Twin

In Cosenza, Italy, an urban planning platform powered by a digital twin supports public transportation, urban mobility, commercial activity, green-space management, demographic data analysis, and other functions, helping the city address urban challenges and make faster decisions. The platform uses AI and machine learning to integrate geographic, social, and demographic data for visualization, analysis, and simulation. It also provides a foundation that enables the municipal government to understand urban changes dynamically and concretely, assess service locations and accessibility, and formulate more sustainable and inclusive urban policies.

ⓘ Related webpage: Deployment of an Urban Planning Platform in Cosenza

Proposal for an International Blockchain Standard Adopted

Japan's first new work item proposal for an international blockchain standard was accepted by ISO/TC 307. Together with the Japan Contents Blockchain Initiative (JCBI), we have proposed a draft international standard for non-financial digital assets using blockchain tokens and are developing rules to enhance their reliability and security. By addressing interoperability and rights protection—challenges arising from platforms' use of proprietary specifications—we are helping improve transaction transparency and efficiency, create new market opportunities, and streamline existing processes.

ⓘ Related webpage: New Work Item Proposal for an International Blockchain Standard Accepted (japanese only)

Indicators and Targets

Indicators	Unit	FY2025 Results	FY2026 Targets	Medium- to Long-Term Targets	Scope*1
Generative AI revenue	Yen	—	Achieve the target set in each company's business plan		③
Development of generative AI Talent*2	People	Approx. 80,000	Develop all employees into professionals capable of applying generative AI by FY2027		③

*1 ① NTT DATA Group Corporation, NTT DATA Japan, and NTT DATA, Inc. (Japan) / ② ① plus Group companies in Japan / ③ ② plus Group companies outside Japan / ④ NTT DATA Group Corporation / ⑤ NTT DATA Japan / ⑥ NTT DATA, Inc. (Japan) / ⑦ Group companies in Japan / ⑧ Group companies outside Japan

*2 For details on initiatives to develop generative AI talent, see "Development of Generative AI Talent" in this chapter.

Responsible Technology and AI Ethics

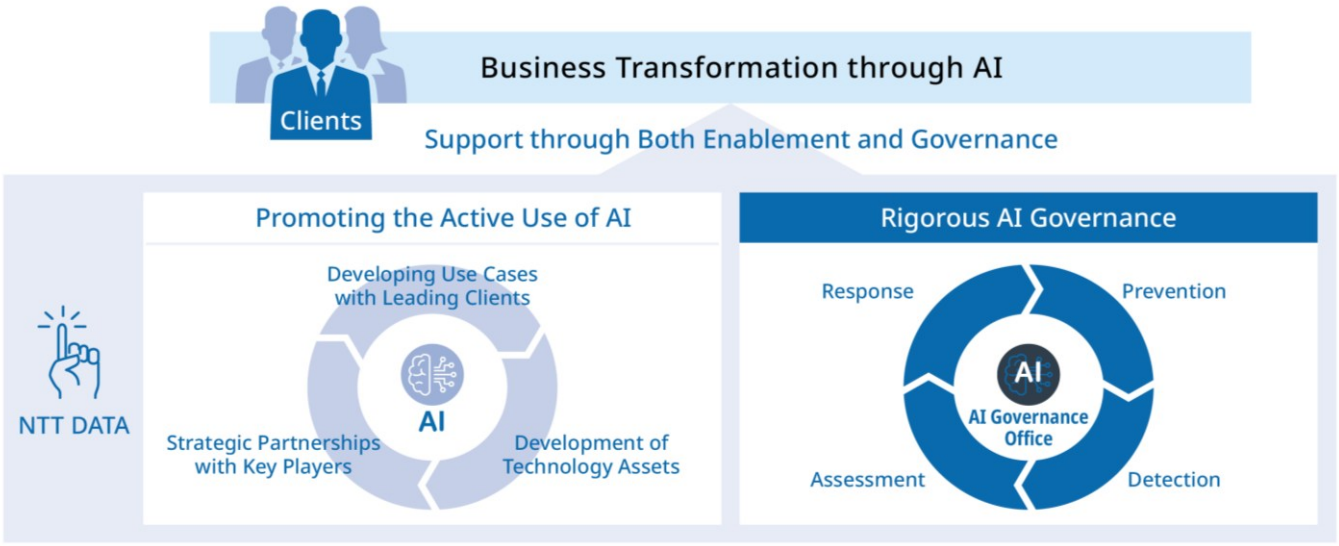
Basic Policy

As technologies including AI become deeply embedded in society and business activities, their use requires appropriate management not only to improve convenience and productivity but also from the perspectives of transparency, accountability, safety, and respect for human rights.

We believe that maximizing the value of advanced technologies, including AI, requires both technological advancement and responsible use that reflects evolving societal expectations and legal frameworks. To realize a society where humans and AI coexist, we are working to identify risks and manage them appropriately at each stage of development, provision, and use through AI governance.

As countries continue to develop AI-related legal frameworks and guidelines, we monitor regulatory developments and enhance our internal rules and operational practices. Through these initiatives, we are creating an environment in which clients and society can use AI with confidence.

Overview of NTT DATA's AI Governance



ⓘ Related webpage: NTT DATA AI Governance / Latest Developments in National AI Policies and Their Impact on AI Business (japanese only)

Promotion System

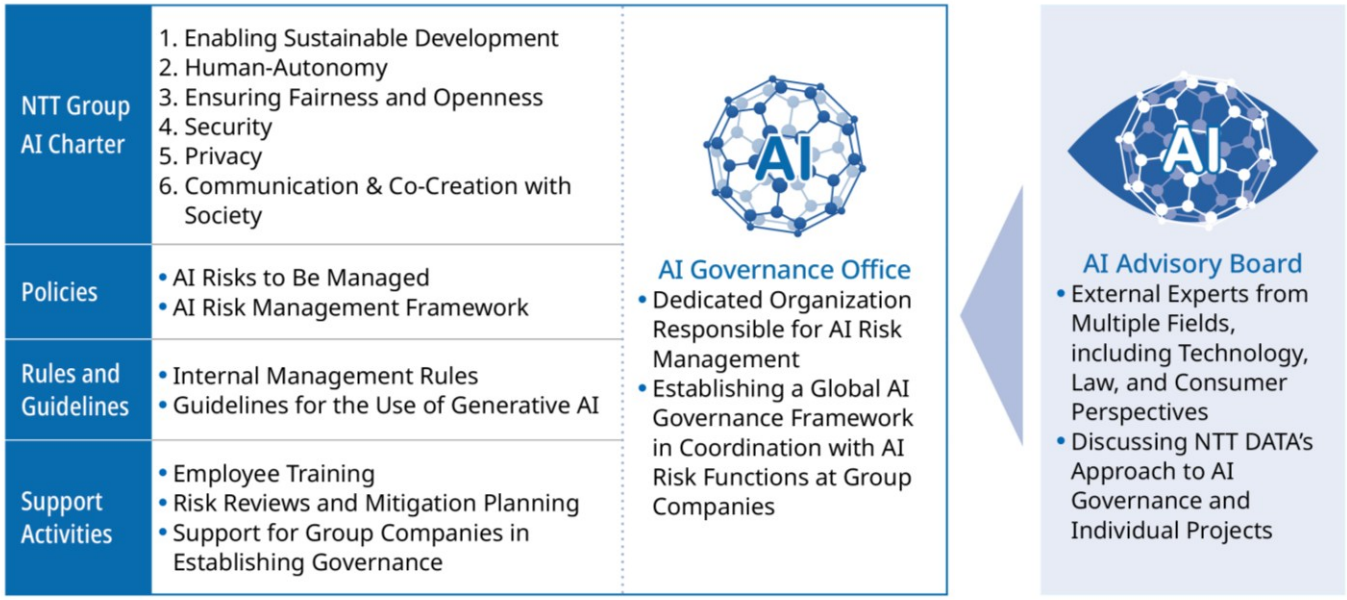
Governance Structure Centered on the Global AI Governance CoE

To promote the appropriate use of AI, we have formed the Global AI Governance CoE, centered on the AI Governance Office and bringing together expertise in legal affairs, intellectual property, risk management, IT, information security, and AI technologies, thereby establishing a global governance structure.

Under this structure, we manage risks from the three perspectives of AI development, provision, and use, based on the Group-wide AI Risk Management Policy and other internal AI-related guidelines. We are also embedding practical AI governance across the Group by providing employee training content, reviewing risks in individual projects, and supporting the planning of risk avoidance and mitigation measures.

We have also established an AI Advisory Board composed of external experts and incorporate discussions informed by technology trends, laws and regulations, and civil society perspectives into specific AI governance measures. In September 2025 and March 2026, we held plenary meetings of the AI Advisory Board and discussed risks and risk mitigation in the use of advanced technologies, including Agentic AI, as well as approaches to communicating information about the use of AI.

NTT DATA's AI Governance Structure



ⓘ Related webpage: New Challenges of Agentic AI—Technology Governance at NTT DATA (japanese only)
ⓘ Related webpage: Redesigning Information Disclosure for AI Use—Why Is AI Not Accepted? (japanese only)

Specific Initiatives

Enhancing AI Governance

Development and Operation of AI Risk Management Rules and Guidelines / Policy Revision

Based on our AI Risk Management Policy, we have established specific and effective management rules covering AI in general. For generative AI, we have developed guidelines setting out considerations and response policies from the perspectives of development, provision, and use, and are implementing them globally.

We also continually review the AI Risk Management Policy in light of the latest technological and regulatory developments. In FY2025, we revised the policy twice in response to advances in emerging technologies and changes in the external environment. Through these revisions, we are further enhancing an effective management foundation for the rapidly changing field of AI.

ⓘ Related webpage: NTT DATA's AI Governance

ISO/IEC 42001 Certification for the AI Management System

LITRON® is a brand of generative AI-related services and products that leverage NTT DATA's advanced AI technologies to support clients' business transformation. Through AI agents and generative AI services tailored to specific operations, LITRON® supports not only greater operational efficiency and automation, but also higher service levels and more time for value-added work.

LITRON® Generative Assistant, one of the brand's core services, securely connects generative AI with internal rules, business documents, publicly available external data, and other sources to generate evidence-based responses. We support the safe and secure use of generative AI, including in business areas such as financial services that require high levels of security.

In November 2025, NTT DATA Group Corporation and NTT DATA Japan obtained certification under ISO/IEC 42001, the international standard for AI management systems, for the development and delivery processes of the generative AI solution LITRON® Generative Assistant.

This demonstrates that we have advanced AI governance beyond the establishment of policies and structures to operations based on an international standard. The third-party certification provides objective assurance of our AI governance in terms of transparency, accountability, and reliability.

Regional headquarters in Spain, Portugal, and Latin America have also obtained ISO/IEC 42001 certification, further enhancing AI governance operations in line with an international standard. By defining the AI risks to be managed in light of laws and guidelines in Japan and overseas and standardizing the process for detecting them, we are achieving both regulatory compliance and reproducibility in practice.

ⓘ Related webpage: NTT DATA's AI Governance
ⓘ Related webpage: ISO/IEC 42001 Certification for the AI Management System (japanese only)

Deployment of Responsible AI Services

Responsible & Secure AI

In January 2026, NTT DATA Japan began the full-scale rollout of Responsible & Secure AI, which combines AI Assurance and AI Protection, in addition to AI governance consulting.

The solution provides AI governance assessments, AI project risk assessments, development and revision of AI guidelines, AI model assessments, AI vulnerability assessments, AI Red Team services, shadow AI detection, AI guardrails, Agentic AI protection, and deepfake detection.

By extending AI governance beyond internal controls and offering it as a service that supports clients' safe and secure use of AI, we contribute to reducing AI risks across society and promoting responsible AI.

ⓘ Related webpage: Responsible & Secure AI (japanese only)

Support for Establishing AI Governance

We are supporting client companies in establishing and operating AI governance. NTT DATA Japan supported Resona Holdings in developing guidelines, establishing risk-check processes for individual projects, and creating employee training content through AI governance consulting.

This initiative is an example of translating AI governance beyond system design into operational design embedded in day-to-day operations. Implementation in a regulated industry demonstrates both the effectiveness of AI governance and the value of offering it externally.

ⓘ Related webpage: Co-Creation with Resona Holdings

AI Red Team

To improve the safety of generative AI, we operate an AI Red Team that conducts simulated testing from an attacker's perspective. The team assesses risks such as confidential information leakage, bias, deficiencies in guardrail design, and unintended use, and provides integrated support through recommendations for improvement.

Anticipating the wider adoption of Agentic AI, we have also categorized emerging risks such as unauthorized privilege escalation by AI, memory poisoning, insufficient observability, emergent collusion, and overreliance, and use these findings to develop specific technical controls.

ⓘ Related webpage: AI Red Team / Latest AI Governance Trends for the Safe Use of AI Agents (japanese only)

Indicators and Targets

Indicators	Unit	FY2025 Results	FY2026 Targets	Medium- to Long-Term Targets	Scope*1
Scope of business operations covered by AI risk checks	%	100% globally	FY2027: 100% globally (one year ahead of schedule)		③

* ① NTT DATA Group Corporation, NTT DATA Japan, and NTT DATA, Inc. (Japan) / ② ① plus Group companies in Japan / ③ ② plus Group companies outside Japan / ④ NTT DATA Group Corporation / ⑤ NTT DATA Japan / ⑥ NTT DATA, Inc. (Japan) / ⑦ Group companies in Japan / ⑧ Group companies outside Japan

Sustainable Supply Chain Management

Basic Policy

To help realize a sustainable society, we consider environmental, social, and governance factors throughout the supply chain that supports our business activities. We view procurement and purchasing as an important foundation not only for business continuity and quality assurance but also for working with suppliers to address social issues.

Based on this approach, we have established a Procurement Policy to promote responsible procurement. We provide suppliers in Japan and overseas with fair opportunities to compete, work to build mutual understanding and relationships of trust, and procure products and services that meet business needs based on comprehensive assessments of quality, price, delivery, and supply stability.

In addition, we follow laws and social norms and promote procurement that takes into consideration human rights, the environment, and safety. We identify environmental, social, and human rights issues in our supply chain and work to ensure that our expectations are understood and adopted through dialogue and collaboration with suppliers. We also continuously conduct risk assessments and monitoring and request corrective action, thereby strengthening the foundation for continuous improvement and sustainable growth throughout the supply chain.

ⓘ Related webpage: Procurement and Purchasing

Promotion System

To advance responsible procurement, we promote supplier management based on a Group-wide Procurement Policy, with procurement and purchasing functions working in coordination with relevant departments.

Led by the Procurement Department of NTT DATA Group Corporation, the Supply Chain Management thematic working group under the Sustainability Committee—composed of procurement functions at Group companies in Japan and overseas—is building a global framework for advancing supply chain sustainability and implementing related initiatives. The Group also holds regular meetings with procurement functions at overseas Group companies and works continuously on improvements.

Under this framework, we clearly communicate our expectations to suppliers and promote understanding through briefings and ongoing dialogue, while using risk assessments and monitoring to identify and address supply chain risks.

Reference page: Sustainability Management “Promotion System”

Specific Initiatives

Embedding the Procurement Policy

Embedding the NTT DATA Group Procurement Policy

We are working to embed the NTT DATA Group Procurement Policy to put responsible procurement into practice. By clarifying our principles and expectations for procurement and purchasing, we embed sustainability considerations into our business activities across the supply chain.

Based on the NTT DATA Code of Business Ethics, we uphold fair and honest business practices in procurement and purchasing. We also communicate and promote understanding of our expectations for suppliers in light of the principles set out in the NTT DATA Group Guidelines for Sustainability in the Supply Chain and the NTT DATA Group Supply Chain CSR Promotion Guidelines that preceded them. In FY2025, suppliers that agreed to comply with the guidelines accounted for 86.2% of procurement expenditure in Japan.

ⓘ Related webpage: Mission and Values (NTT DATA Code of Business Ethics)

Supplier Engagement

Sustainability Risk Assessment and Support

For high-risk suppliers globally, we conduct risk assessments using EcoVadis sustainability assessments and our own questionnaires, and request improvements as necessary. In FY2025, together with the EcoVadis sustainability assessment, we received responses from 92 suppliers in Japan (covering 66.1% of procurement expenditure in Japan) and approximately 130 suppliers globally (covering 35.9% of global procurement expenditure). This enables us to identify potential environmental and social risks in the supply chain and take corrective and improvement actions.

Monitoring and Dialogue with Key Suppliers

As part of our monitoring of sustainability risks among key suppliers and high-risk suppliers globally, we conduct on-site assessments through direct dialogue. The on-site assessments are intended to encourage suppliers to establish sustainability management systems through dialogue and to verify risk items identified by sustainability assessments. In FY2025, the NTT Group jointly conducted on-site assessments of 46 suppliers with the highest procurement expenditure in the Group and identified no significant sustainability risks, including human rights risks. By integrating supplier dialogue and monitoring, we are strengthening the process from communicating policies through risk identification to follow-up.

NTT DATA Group Corporation, NTT DATA Japan, and Group companies in Japan have established whistleblowing systems that accept consultations and reports from suppliers. The NTT DATA Group Whistleblowing Policy stipulates that no unfavorable treatment may be imposed on anyone for reporting through these channels.

Indicators and Targets

Indicator	Unit	FY2025 Results	FY2026 Targets	Medium- to Long-Term Targets	Scope*1
Percentage of sustainability assessments conducted for key suppliers and suppliers with potential risks	%	97.9	90	100% in FY2027	③

* ① NTT DATA Group Corporation, NTT DATA Japan, and NTT DATA, Inc. (Japan) / ② ① plus Group companies in Japan / ③ ② plus Group companies outside Japan / ④ NTT DATA Group Corporation / ⑤ NTT DATA Japan / ⑥ NTT DATA, Inc. (Japan) / ⑦ Group companies in Japan / ⑧ Group companies outside Japan

Digital Safety and Reliability

Basic Policy

IT systems that support digital services and social infrastructure must continuously maintain safety, quality, and stable operation. Because system failures and quality issues can affect client operations and social activities, reliability is an important management priority.

We position Digital Safety and Reliability as a foundation for the trust of clients and society. We work to improve service reliability through the ongoing operation of quality management, enhanced project management, and established response frameworks for incidents.

We treat quality and safety not as issues confined to individual projects, but as management priorities requiring continuous improvement across the Group. By integrating routine quality management with incident response, we seek to maintain both system stability and accountability to clients.

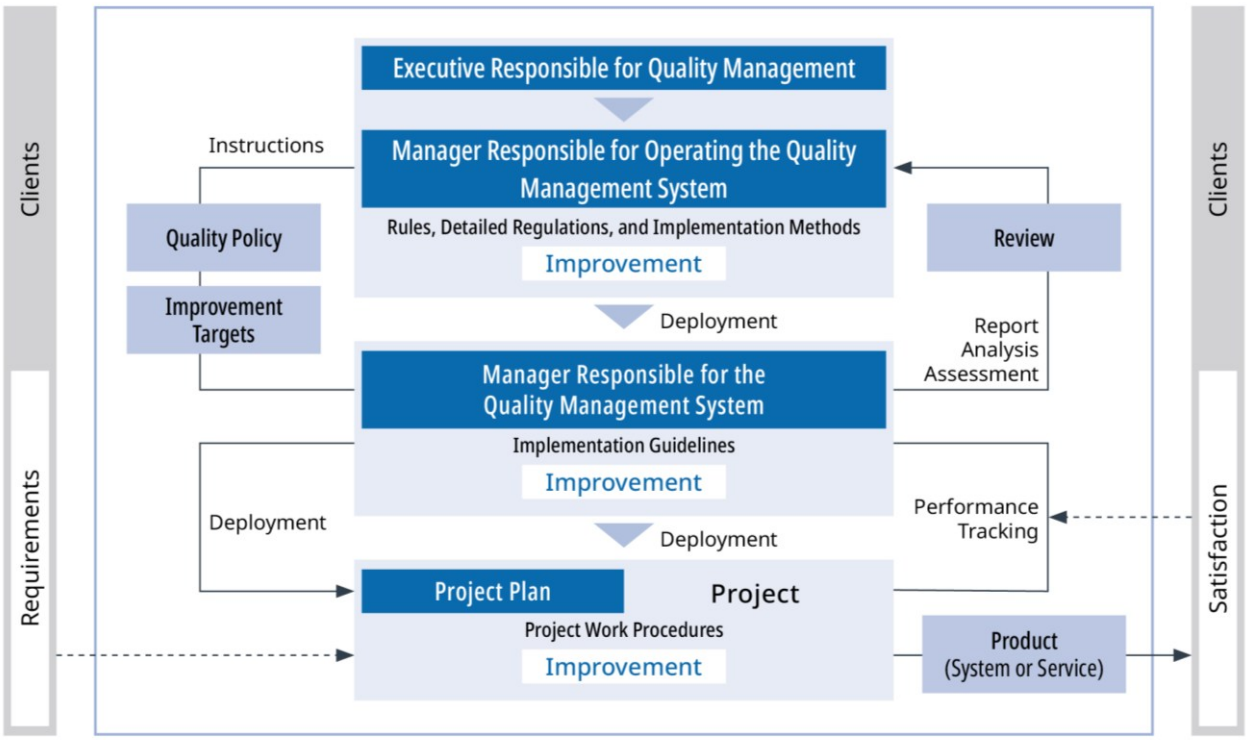
Promotion System

To improve Digital Safety and Reliability, we are pursuing continuous improvement through the operation of our quality management system (QMS), led by its quality assurance functions. Based on QMS, we are actively promoting quality assurance in system development, understanding issues, implementing improvement measures, and preventing recurrence.

NTT DATA Group Corporation is also working to enhance and standardize project management to improve the quality and efficiency of system development. We are establishing an innovative project management team by integrating an AI specialist organization responsible for creating new businesses and services using generative AI, an R&D organization that creates innovation using advanced technologies, and quality assurance and project support functions responsible for quality management globally.

Through Global Delivery Assurance, we are also working to maintain and improve delivery quality globally. Under these structures, we integrate quality management, project management, and incident response to improve the reliability of projects in Japan and overseas.

Quality Management System (QMS)



Note: Our quality management system improves client satisfaction by operating a cycle through the following tiers in response to client requirements.

- Tier 1 (Executive Officer): Provides direction on quality management.
- Tier 2 (Operations Officer): Establishes rules and detailed regulations and deploys quality policies and improvement targets.
- Tier 3 (Responsible Manager): Establishes and deploys implementation guidelines.
- Tier 4 (Projects): Develops and delivers products and services based on work procedures from the project planning stage and drives continuous improvement through reviews and evaluations.

Specific Initiatives

Operation of Quality Management

Operation of the QMS Based on ISO 9001

NTT DATA Japan is certified to ISO 9001 and has established and operates an organizational and systematic quality management system based on the standard, working to improve quality and productivity and prevent unprofitable projects. We also work to enhance quality assurance capabilities by supporting the establishment of quality assurance mechanisms at Group companies and promoting information exchange through Group quality forums and other channels. For Group companies outside Japan, we conduct cross-regional initiatives, including the Global PMO Workshop, to deploy quality assurance mechanisms suited to the business conditions of each region and company.

Through QMS operation, we are continuously working to understand quality issues, implement improvements, and prevent recurrence, to improve the reliability of our IT systems.

Enhancing Project Management

Advancing Data-Driven Project Management

To achieve data-driven project management, we promote the use of various types of management data. We promote data-driven project management to visualize and standardize project status.

We collect and accumulate information on quality, progress, costs, issues, risks, and other factors and visualize it as key indicators, creating an environment in which project status can be assessed objectively and continuously.

By standardizing management indicators and monitoring methods across projects, we enable consistent status tracking and analysis throughout the organization.

This enables the early identification of quality and schedule issues and appropriate action.

Application of Generative AI and Agent Technologies to Project Management

We are applying our generative AI concept, Smart AI Agent®, to internal project management to make management more sophisticated and efficient. We have established a platform for the integrated use of AI agents and a mechanism through which multiple AI agents collaborate to support project management tasks.

Specifically, AI assists with registering and updating progress, issue, quality, and other management information that can burden day-to-day development activities. AI also collects, performs initial analysis of, and evaluates this management information, with the results available in reports and applications. Project managers and reviewers can then use the information organized by AI as a starting point to verify the underlying evidence and explore response measures through dialogue with AI.

By developing and rolling out solutions that use generative AI and agent technologies, we will advance our existing data-driven management and enable more agile and sophisticated project management.

Response to Major Incidents

Maintaining Emergency Communication Structures and Third-Party Reviews

We maintain an emergency communication structure in preparation for major incidents and continue to conduct third-party reviews as necessary. When a particularly serious incident occurs, we promptly report it to senior management, investigate its cause, consider measures to prevent recurrence, report to the relevant authorities as required by law, and appropriately disclose information to clients through our website and other channels.

By maintaining incident response structures during normal operations, we fulfill our accountability to clients and society and work to improve confidence in the safety and quality of IT systems.

Indicators and Targets

Indicators	Unit	FY2025 Results	FY2026 Targets	Medium- to Long-Term Targets	Scope*1
Number of critical system failures*2	Cases	1*3	0	Zero incidents maintained	③

*1 ① NTT DATA Group Corporation, NTT DATA Japan, and NTT DATA, Inc. (Japan) / ② ① plus Group companies in Japan / ③ ② plus Group companies outside Japan / ④ NTT DATA Group Corporation / ⑤ NTT DATA Japan / ⑥ NTT DATA, Inc. (Japan) / ⑦ Group companies in Japan / ⑧ Group companies outside Japan
*2 Including the number of incidents involving essential services and other services, an NTT indicator
*3 A system failure occurred, but full service was restored the same day and measures to prevent recurrence have been implemented

Secure and Sustainable-by-design Services and Solutions

Basic Policy

We have established regulations including the NTT DATA Group Security Policy (GSP), setting standards of conduct for protecting information assets from serious security breaches such as information leakage and unauthorized use while promoting the proactive use and sharing of information. These standards of conduct apply throughout the Group, including Group companies in Japan and overseas, and cover partner companies to which operations are outsourced.

To achieve both information security and proactive use and sharing of information, we implement comprehensive measures along two axes: administrative measures, such as establishing rules and providing information security education and awareness activities, and technical measures, such as deploying data leakage prevention solutions and zero-trust architectures.

Promotion System

Global Information Security Governance

Since FY2006, we have worked to ensure information security based on the GSP. The GSP also applies to Group companies outside Japan. Under NTT DATA, Inc., we have established regional and business-based information security structures that combine a common baseline with flexibility tailored to each region and business.

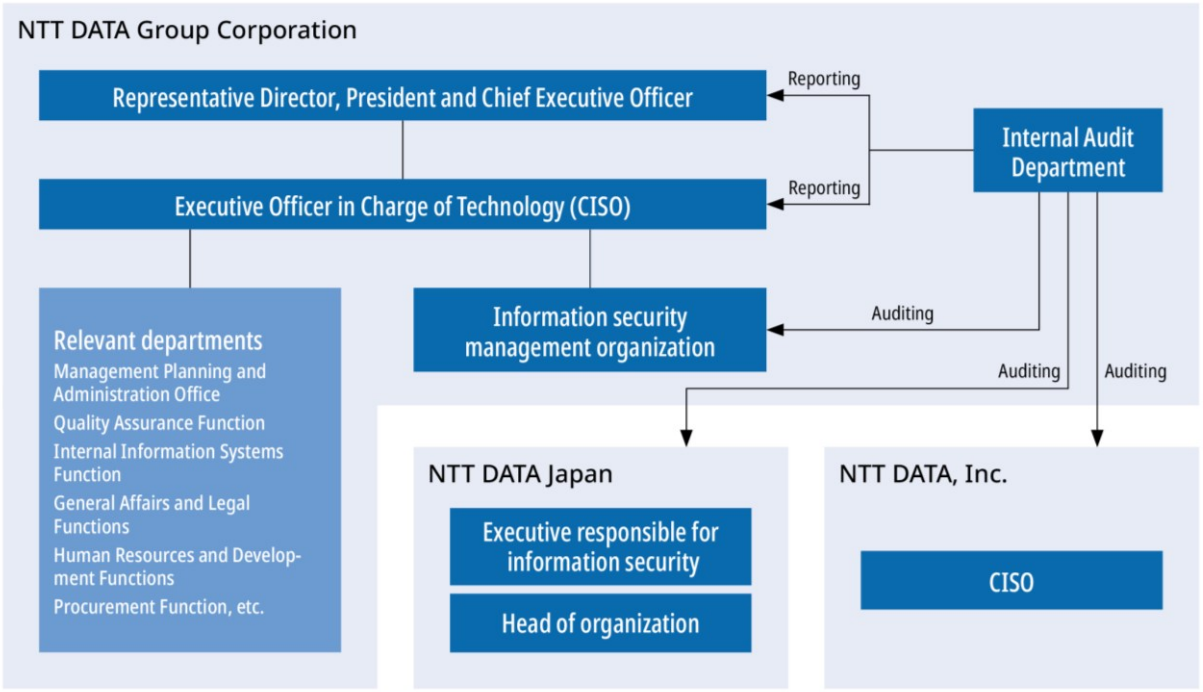
Through forums such as the Global Security Conference and the NTT DATA Group Japan Region Information Security Leaders Forum, we share the latest risk information and promote the exchange of knowledge across the Group, working to establish Group-wide information security governance.

Collaboration Supporting Global Security

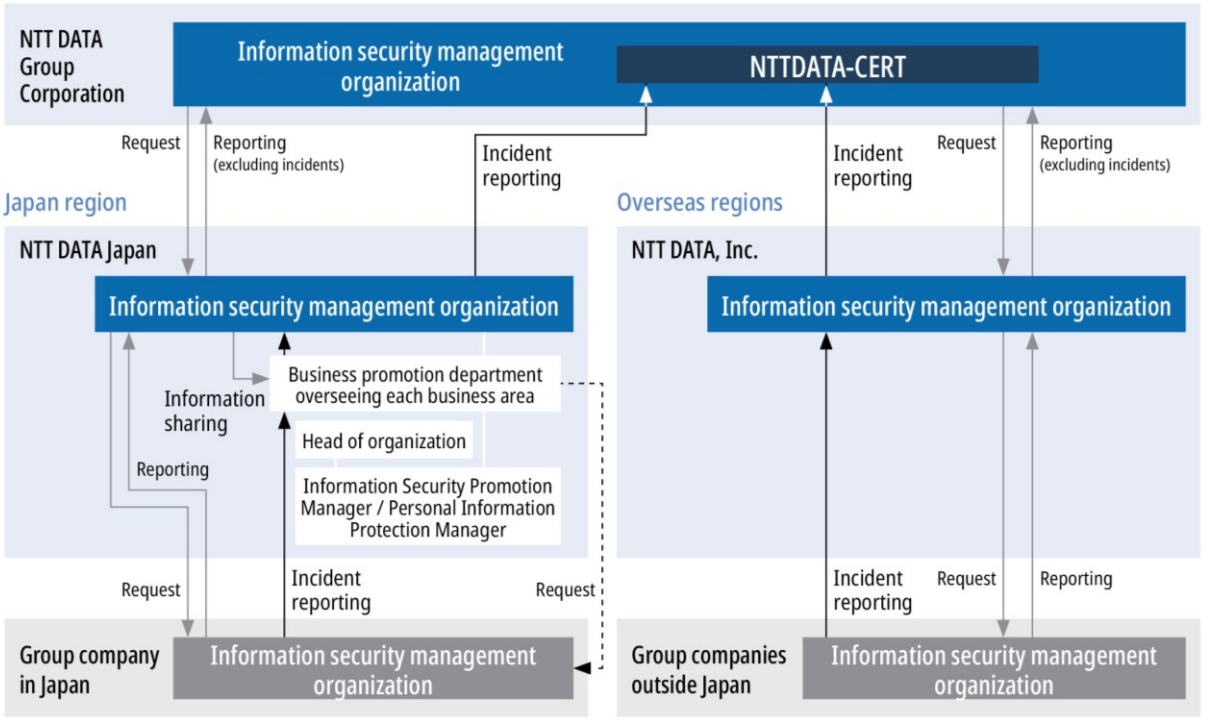
To implement rigorous global information security governance, we have established a tiered structure of information security management organizations at NTT DATA Group Corporation, NTT DATA Japan, NTT DATA, Inc., and Group companies.

At each tier, information security management organizations work closely together to maintain and update information security policies, monitor measures, take preventive action to avoid incidents, and serve as command centers in emergencies.

NTT DATA's Security Governance Structure



Collaboration among Information Security Management Organizations across NTT DATA Group Companies



Key Structures and Initiatives for NTT DATA's Information Security Governance and Operations

- **Executive Officer in Charge of Technology (CISO)**
  - Executive responsible for advancing information security management and establishing information security governance from a Group-wide perspective

    Executive Officer in Charge of Technology: oversees technology development and research (CTO), digital strategy (CAIO), security (CISO), internal systems (CIO), and quality assurance. Fulfills the roles of technology strategy, security strategy, and quality assurance

- **Committees and Organizations for Information Security Governance**
  - [Committee] [Assessment and Direction] Information Security Committee

    Chaired by the Executive Officer in Charge of Technology (CISO) of NTT DATA Group Corporation, the committee comprises heads of relevant departments at NTT DATA Group Corporation, the executive responsible for information security at NTT DATA Japan, relevant executives at NTT DATA, Inc., and heads of NTT DATA Japan business units. Assesses the status and issues of Group-wide activities, builds consensus on information security strategies, including measures to protect confidential and personal information, and makes decisions.
  - [Organization] [Promotion and Monitoring] Information Security Management Organization (NTT DATA Group Corporation)

    Serves as the secretariat and operates the Information Security Committee. Coordinates with NTT DATA Japan and NTT DATA, Inc., to share information on Group information security policies and implementation plans, regularly monitors their control status, and supports the maintenance and improvement of control levels.
- **Information Security Management Organizations**
  - Information security management organizations established at NTT DATA Japan, NTT DATA, Inc., and each Group company

    Based on Group-wide information security policies and implementation plans issued by NTT DATA Group Corporation, establishes management structures suited to regional and business characteristics and circumstances and operates information security measures.
- **Information Sharing among Group Companies**
  - Global Security Conference (GSC)

    A global conference attended by members responsible for information security operations at NTT DATA Group Corporation and in each region. Shares information and exchanges views on regional activities and issues and priority themes to be addressed globally, leading to the development of future measures and cross-regional initiatives.
  - Knowledge Sharing Meeting

    Hosted by NTT DATA and attended by members responsible for security operations at Group companies in Japan and overseas. Regularly shares information, including operational expertise for security platforms.
  - NTT DATA Group Japan Region Information Security Leaders Forum

    Hosted by NTT DATA Group Corporation and attended by CISOs and information security managers from Group companies in Japan. Shares the Group's information security strategy and policy for related measures.
- **Internal CSIRT**
  - NTTDATA-CERT

    An organization that not only works to prevent information security incidents* through routine activities but also detects incidents early and responds to emergencies rapidly and accurately.

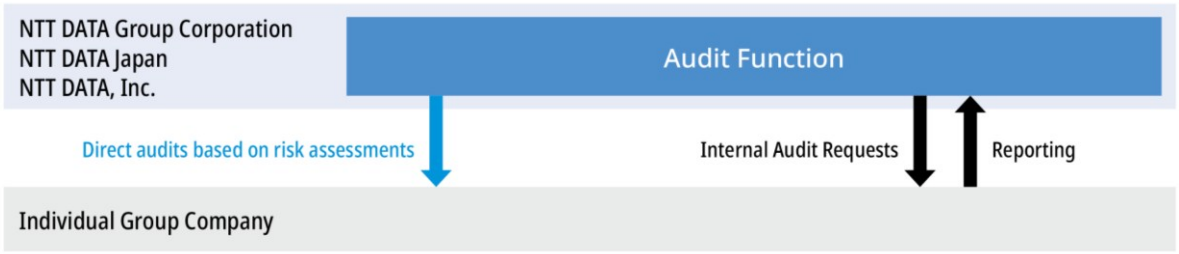
    * A security issue affecting—or potentially affecting—information management or system operations, such as malware infection, unauthorized access, or information leakage

NTT DATA's Audit and Monitoring Framework

Since FY2006, NTT DATA has established an audit and monitoring framework covering Group companies in Japan and overseas to ensure information security in accordance with the NTT DATA Group Security Policy (GSP), and has promoted security audits from the following three perspectives. Risk-based audits focus audit resources efficiently on high-risk areas.

- Rigorous Basic Practices: Verify the organization's security controls under the GSP and those of systems handling personal information
- Response to external threats: Verify the effectiveness of systemic controls, including vulnerability response and management and attack detection and blocking, in light of increasingly sophisticated cyberattacks.
- Response to internal misconduct: Verify the effectiveness of controls, including management of contractors, in addition to system-based and physical measures such as access control and controls on removing information, to prevent information leakage.

Internal Audit Framework



Specific Initiatives

Strengthening Global Security Governance

NTT DATA enhances security governance efforts to identify and effectively address global security risks.

Advancing Risk-Based Priority Measures and Updating Regulations

We have established and operate a process that consolidates the security risks faced by each company and determines the priority security measures to be addressed globally. In addition, the latest revisions to global standards such as ISO/IEC 27001 and the NIST CSF are reflected in NTT DATA's regulations.

Certification Status (as of March 31, 2026)

- Information Security Management System (ISMS) Certification
  44 companies in Japan, including NTT DATA Japan
- ISO/IEC 27001 certification
  Certified at multiple Group companies in Europe, China, India, and other regions
- Authorization to use the PrivacyMark from the Japan Institute for Promotion of Digital Economy and Community (JIPDEC)
  40 companies in Japan, including NTT DATA Japan

Global Security Platform

We have built and operate a global security platform to address diversifying work styles and increasingly sophisticated cyberattacks. High security levels are maintained by centralized control of devices and Internet connections. Network segmentation between our locations in Japan and overseas helps limit the spread of damage in the event of an external intrusion, while monitoring with advanced log analysis systems enables the early detection of sophisticated cyberattacks. We have also deployed e-mail security gateways, identity providers (IdPs) based on zero-trust architecture, secure gateways, and endpoint detection and response (EDR), strengthening e-mail security, authentication and access control, Internet traffic control, and endpoint control.

Prevention, Detection, and Response to Information Security Incidents by NTTDATA-CERT

Activities to Address Emerging Security Risks

NTTDATA-CERT, NTT DATA's internal CSIRT, collects, analyzes, and shares a wide range of security information, including cyberattack trends and the latest attack methods. In addition, we conduct log monitoring, emergency response, vulnerability management, R&D, and external cooperation.

Broad Collaboration Within and Outside the Group

NTTDATA-CERT regularly shares threat intelligence and exchanges information with CSIRTs at other NTT Group companies. It is also a member of FIRST,* a global CSIRT community, and collaborates broadly with external security organizations, including the JPCERT Coordination Center (JPCERT/CC) and CSIRTs of member organizations of the Nippon CSIRT Association (NCA). This rapid sharing of security information enables the early detection of and response to information security incidents.

* FIRST: Forum of Incident Response and Security Teams. A global community comprising 856 CSIRT teams from government agencies, educational institutions, companies, and other organizations (as of June 2026)

CSIRT Operations Using OSINT

NTTDATA-CERT uses open-source intelligence (OSINT) to collect and analyze legally available information, including official government announcements, media reports, papers and technical materials, and publicly available web articles. In recent years, it has also focused on the rapid development of frontier AI. NTTDATA-CERT's information analysis specialists analyze and forecast security trends and report their findings to Group companies through news updates and the Quarterly Report on Global Security Trends. Information security management organizations use this intelligence to strengthen cyberattack monitoring, issue alerts, and develop security strategies and measures.

ⓘ Related webpage: Quarterly Report on Global Security Trends

Early Escalation of Significant Incidents

To ensure an effective initial response to significant incidents, we maintain a tiered structure of incident response organizations at our locations in Japan and overseas, combining rapid frontline response with the capability to handle complex incidents. Internal rules clearly define roles, responsibilities, and reporting criteria, and we maintain a structure under which Group companies in Japan and overseas promptly report significant incidents to NTT DATA Group Corporation.

Conducting Incident Response Drills

We conduct workshops for Group companies in Japan to strengthen coordinated incident response and minimize impacts when information security incidents occur. Based on the NTT DATA Group Japan Region Information Security Incident Response Standards, participants learn the actions required from incident occurrence through resolution and practice appropriate responses to cyberattacks using typical scenarios.

To strengthen its cyberattack response capabilities, NTTDATA-CERT also continues to participate in external exercises, including the Cross-Sector Exercise hosted by the NCA and NISC and Locked Shields hosted by the NATO Cooperative Cyber Defense Centre of Excellence (CCDCOE).

Security Business Initiatives

Providing Safe and Secure System Environments through Comprehensive Security Management

We bring together security expertise gained through extensive experience and a strong track record to propose optimal solutions aligned with changes in clients' business structures.

For example, drawing on expertise gained from building a zero-trust environment used by 200,000 of our employees worldwide and from client projects, approximately 1,000 security specialists globally provide support for establishing security governance across global locations, advanced security technologies required for systems that handle critical information, and zero-trust security for secure remote-work environments.

Because risks such as targeted attacks and information leakage caused by internal misconduct can bypass defenses, reliable detection and prompt response and recovery are essential. We provide end-to-end security support, from risk identification through security consulting and solutions and services for deterrence and defense to implementation and managed monitoring services for detection, response, and recovery, thereby strengthening support for clients' security measures.

Ensuring the Security of Safe and Secure Commercial Systems

In addition to known attacks for which countermeasures are established, cyberattacks increasingly include unknown attacks that exploit vulnerabilities not recognized by software developers or system vendors. Comprehensive security measures are therefore required across the entire system.

We rapidly share the latest security technology trends and vulnerability information across the Group and embed processes to maintain the security levels required for system development and operations. Systems that have been built are also regularly assessed by security specialists, and we work to provide safe and secure systems and services continuously by addressing new vulnerabilities and taking other measures.

Information Security and Personal Information Protection Education and Awareness

We provide e-learning, classroom training, and other programs for employees and contractors to promote understanding of rules based on personal information protection policies and the NTT DATA Group Security Policy and encourage security-conscious behavior. In FY2025, we continued to implement a range of measures to reinforce basic information security practices. Each year, we also train all employees and contractors of NTT DATA Group Corporation, NTT DATA Japan, and NTT DATA, Inc., to identify targeted phishing e-mails and mass-mailed attack e-mails and respond appropriately.

Information Security Training Conducted at NTT DATA Group Corporation, NTT DATA Japan, and NTT DATA, Inc., in FY2025

Target Audience	Delivery Method	Participants	
All employees	Information security and personal information protection education (e-learning)	Target	14,817 participants (100% completion)
		Results	14,817 participants (100% completion)
Employees at Each Level	Information security lectures (classroom training)	Embedded as a hierarchical training program	
	Training for employees with internal security certifications (e-learning)	Training materials provided online to eligible participants	
All employees and contractors	Introductory personal information protection training / Information security training (e-learning)	Target	55,619 users registered in Group systems (100% completion)
		Results	55,619 users registered in Group systems (100% completion)
	Information Security Training Handbook	Available for download by new contractors	
All employees and contractors	Targeted phishing e-mail response training	Training e-mails sent to all employees and contractors (62,225 people), followed by exercises in identification and initial response	

Key Information Security Training Conducted at Group Companies in FY2025

Target Audience	Delivery Method	Participants
Employees and contractors at Group companies in Japan	GSP security training and personal information protection training (e-learning) (three languages)	39,053 (63 Group companies in Japan)

Note: In addition, NTT DATA, Inc., provides information security training for Group companies in overseas regions.

Security Talent

We actively develop security talent and enhance their skills. As of April 2026, 1,245 people certified under the NTT Group Security Talent Certification program were working in Japan and overseas.

Talent Level		Certified Personnel
Security Master	A recognized industry leader with an outstanding track record and influence	1
Security Principal	Specialist who advises senior management on security strategy	13
Security Professional	Specialist with extensive experience and sound judgment	1,231

Talent Type
Security management / Security consulting
Security operations
Security development

Personal Information Protection

For personal information protection, we act in accordance with the common NTT DATA Group Data Protection Policy (DP Policy) and strictly comply with applicable laws and regulations in each country and region, including the EU General Data Protection Regulation (GDPR), the California Consumer Privacy Act (CCPA), China's Personal Information Protection Law (PIPL), and Japan's Act on the Protection of Personal Information (APPI).

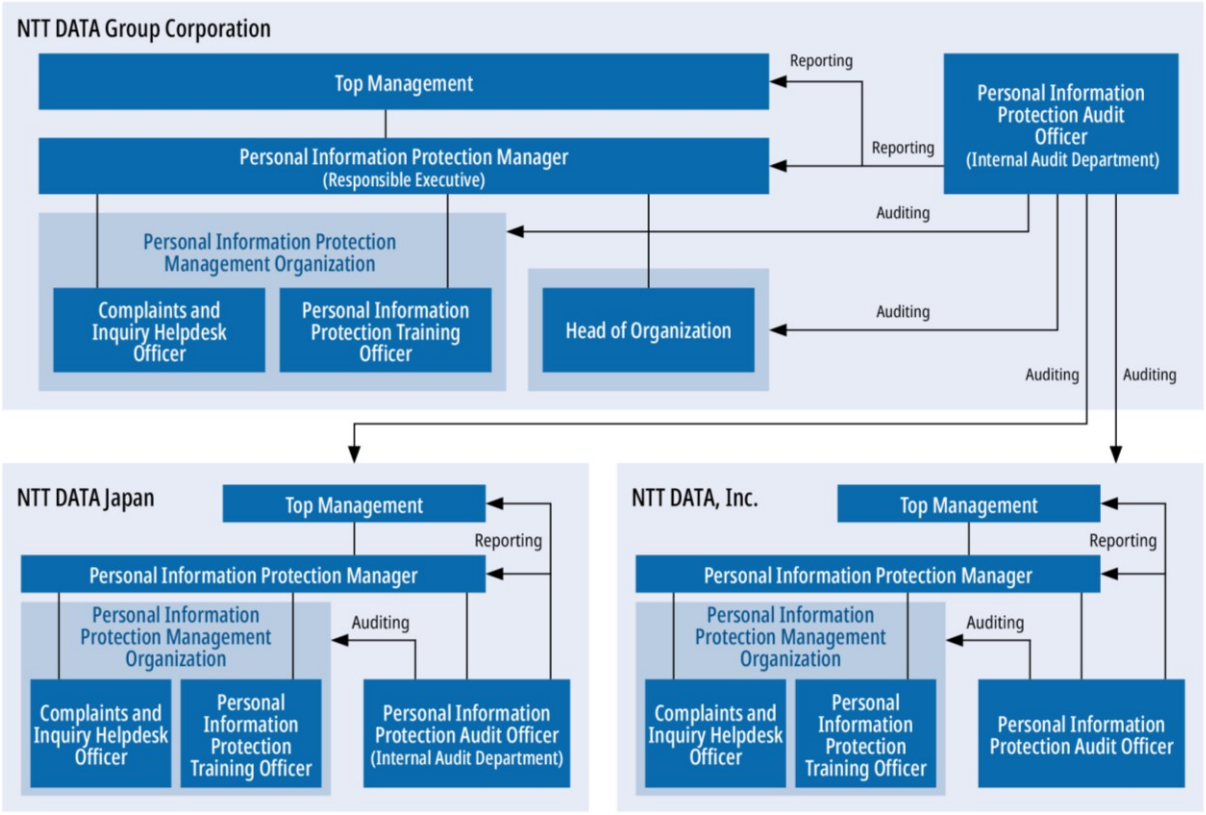
Each Group company establishes privacy policies and internal rules compliant with the DP Policy and applicable national laws and is required to handle personal information appropriately in accordance with them, ensuring appropriate protection across the Group. These policies and rules also apply to partner companies to which operations are outsourced, supporting the appropriate handling of information assets, including personal information. Companies in Japan work to maintain a common Group-wide level by meeting the PrivacyMark certification criteria, regardless of whether they have obtained PrivacyMark certification.

We recognize the importance of personal information, including Specific Personal Information, and position personal information protection as a fundamental activity. We recognize that sincere implementation of personal

information protection initiatives is a social responsibility. We have therefore established the following Personal Information Protection Policy and will ensure that executives, employees, and contractors are fully informed of and comply with it.

ⓘ Related webpage: Privacy Statement (Personal Information Protection Policy of NTT DATA Group Corporation)

NTT DATA's Personal Information Protection Framework



Roles in Personal Information Protection across NTT DATA

- **Top Management**
  A company representative responsible for personal information protection serves as top management and appoints the Personal Information Protection Manager and Personal Information Protection Audit Manager.
- **Personal Information Protection Manager (Responsible Executive)**
  Appointed by top management, this executive has responsibility and authority for planning and operating the personal information protection management system and directs personal information protection initiatives from a Group-wide perspective. Appoints the Company-Wide Personal Information Protection Training Manager and the Company-Wide Complaints and Consultation Desk Manager and instructs each head of organization to manage personal information handled in business operations.
- **Personal Information Protection Training Officer**
  Responsible for planning and implementing company-wide personal information protection training for employees and other workers and for managing training operations.
- **Complaints and Inquiry Helpdesk Officer**
  Responsible for receiving and responding to company-wide inquiries and complaints concerning personal information.
- **Personal Information Protection Audit Officer**
  Appointed by top management, this manager has the responsibility and authority to conduct and report on internal audits from a fair and objective position independent of the Personal Information Protection Manager.

Delivery of Sustainable Products and Services

Basic Policy

NTT DATA's mission is "Accelerate client success and positively impact society through responsible innovation," Drawing on our long-standing experience supporting clients across a wide range of industries and regions and operating social infrastructure and mission-critical systems, we create positive impact on society through clients' business transformation. We support both our clients' sustainable growth and efforts to address social issues through two approaches: Supporting Clients' Sustainability Transformation and Making IT More Sustainable.

Promotion System

Under the Sustainability Committee, we have established a structure for promoting sustainability-related business. The strategy is shared across the Group, while each region and operating company develops business in line with its markets and client needs and integrates strategy formulation, execution, and progress monitoring.

Specific Initiatives

Supporting Clients' Sustainability Transformation

We combine expertise gained through our own sustainability management practices with digital technologies to provide end-to-end support for clients' sustainability challenges, from consulting through solution implementation. Across a broad range of environmental and social issues, we support decarbonization by visualizing GHG emissions, using digital technologies to conserve energy, introducing renewable energy, and implementing sustainable IT. We also combine consulting, digital technologies, and data to support the transition to a circular economy, improved well-being, human capital management, and solutions to other challenges.

As one of these initiatives, NTT DATA globally offers clients the Syntphony Sustainability platform, which consists of two suites of assets: Syntphony Beyond Net Zero and Syntphony Smart Sustainability. Beyond Net-Zero is designed to be an end-to-end environmental impact calculation and reporting tool, enabling organizations to measure corporate emissions, natural capital impacts, and carbon footprints, while supporting the development of decarbonization initiatives to achieve Net-Zero targets. Smart Sustainability is an end-to-end AI-powered platform that helps organizations manage infrastructure networks more efficiently. It enables smarter decisions in water, energy, mobility, and supply chains through real-time insights, automation, and a fully composable, future-ready architecture.

Overview of Syntphony Sustainability



Beyond Net Zero Components

Carbon Insights

End-to end carbon footprint calculation for devices, applications, cloud, data centers, networks and real estate, based on real-time data. Corporate carbon emissions reporting.

Environmental Markets

A secure and traceable blockchain system enabling ESG compliance and sustainable project funding through flexible environmental credit generation across carbon, water, energy, and biodiversity assets.

Natural Capital

A digital tool that enables organizations to assess, value, and manage their interactions with nature, supporting nature-positive strategies, regulatory alignment, and science-based decisions through geospatial data and recognized sustainability frameworks.

Smart Sustainability Components

EV Charging

Smarter electric vehicle charging for a sustainable future.

- Charging point network management
- Optimized charging management
- Mobility Services app rate configuration; CSP-MSP settlement

Mobility Management

End-to-end mobility management for sustainable and efficient transportation.

- Citizen-centric UX
- Digital payment methods
- Mobility as a Service & configurable tariffs

Value Chain Traceability

Blockchain-based traceability to improve transparency, verification, interoperability, and green accountability of the end-to-end supply chain.

- Sourcing traceability management using blockchain technology

Water Management

Digitalization of drinking water distribution infrastructures.

- Water networks and digital twins' management
- Water network reporting, alerts, and simulation

Sustainable IT

As the use of AI and cloud services expands, IT creates increasing value for society, while addressing power consumption and environmental impact is becoming increasingly important. By making the IT we provide to clients more sustainable, we aim to expand digital use while reducing environmental impact.

Containerized Data Centers for AI Demand

We provide infrastructure that enables flexible and environmentally responsible use of the GPUs required for AI. As demand for GPUs rises rapidly with the expanding use of generative AI, we are building containerized data centers that address this demand and help reduce environmental impact, with short lead times and at low cost.

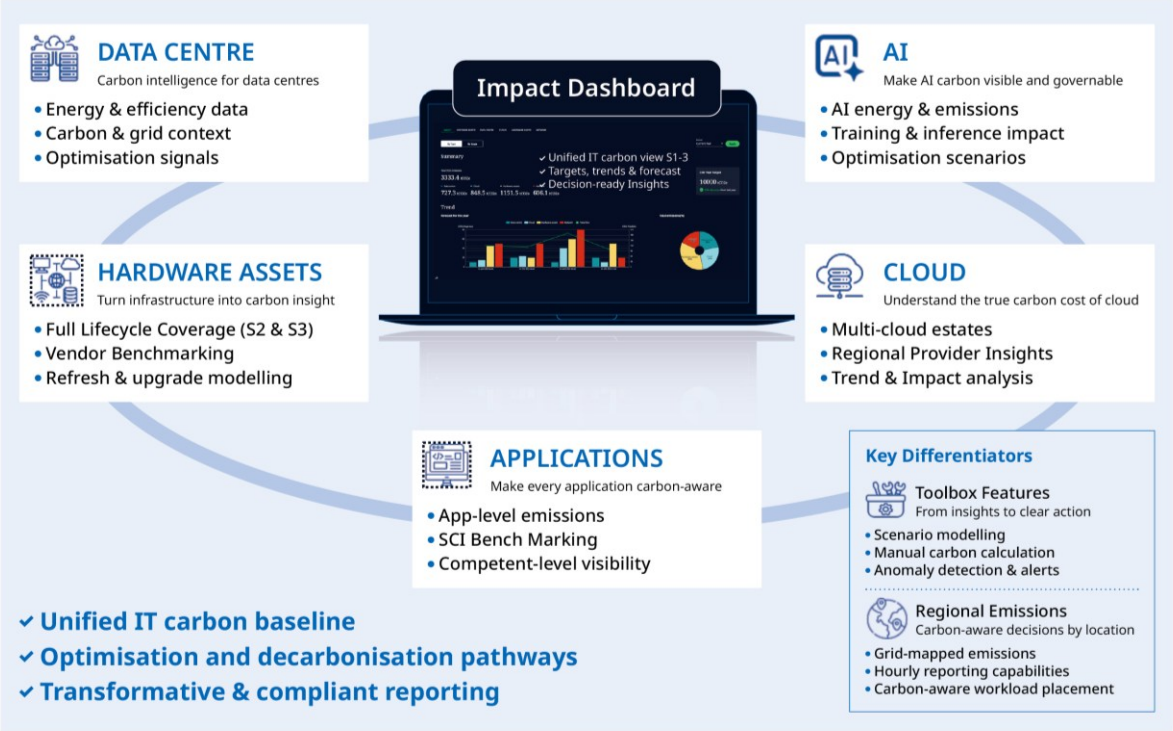
Containerized Data Centers for AI Demand



ICT Carbon Insights

Intesa Sanpaolo, an Italian financial institution, uses ICT Carbon Insights to address international regulations on carbon emissions and reduce IT costs. By visualizing carbon emissions from all IT equipment, including AI infrastructure, providing data visualizations for regulatory compliance, and identifying priority areas for emissions reductions, the solution contributes to value creation and reduced environmental impact.

ICT Carbon Insights



Reference page: Introduction “Contributing to the 3 Positives through Our Business”
ⓘ Related webpage: Sustainability Transformation
ⓘ Related webpage: NTT DATA Sustainability Report Case Book

Indicators and Targets

Indicators	Unit	FY2025 Results	FY2026 Targets	Medium- to Long-Term Targets	Scope*1
Number of significant security incidents*2	Cases	0	0	Continuation of zero-case record	③
Sustainability business revenue	Yen	Results compiled and target set	Achieve the target set by each company		③

*1 ① NTT DATA Group Corporation, NTT DATA Japan, and NTT DATA, Inc. (Japan) / ② ① plus Group companies in Japan / ③ ② plus Group companies outside Japan / ④ NTT DATA Group Corporation / ⑤ NTT DATA Japan / ⑥ NTT DATA, Inc. (Japan) / ⑦ Group companies in Japan / ⑧ Group companies outside Japan

*2 Security incidents caused by cyberattacks (excluding incidents caused by human error, such as misdirected transmissions, bugs, or configuration errors, or by system-related causes) that become widely known externally



People positive

82 **People-Centric Company**
Basic Policy / Promotion System / Human Capital Strategy / Specific Initiatives / Indicators and Targets

97 **Diversity and Inclusion**
Basic Policy / Promotion System / Specific Initiatives / Indicators and Targets

105 **Health and Safety**
Basic Policy / Promotion System / Specific Initiatives / Indicators and Targets

109 **Human Rights**
Basic Policy / Promotion System / Specific Initiatives / Indicators and Targets

116 **Digital Accessibility**
Basic Policy / Promotion System / Specific Initiatives / Indicators and Targets

People-Centric Company

Basic Policy

NTT DATA regards talent as the source of its competitiveness and its most important management resource. Our basic policy is to establish human resources systems that enable every employee to find fulfillment in their work. We create an environment in which employees can apply diverse expertise in their respective roles, while working to secure the human capital needed to support business growth.

Promotion System

NTT DATA Group Corporation supports talent management at each operating company by developing human resources systems, selecting and developing senior leaders, and monitoring the status of human capital. We also foster our organizational culture and implement measures to embed our Values—the principles that matter to us.

Each operating company provides recruitment, development, assignment, evaluation, and other human resources functions tailored to its business portfolio, enabling agile talent management aligned with its business strategy.

Human Capital Strategy

In 2026, NTT DATA formulated a growth strategy centered on AI-empowered New Value & Productivity and Next-Gen Infrastructure to achieve Quality Growth in the AI era. Our human capital strategy, “Be the place where people grow,” expresses a culture in which every employee grows through challenge and learning and applies that growth to value creation. We will foster an environment and career opportunities in which diverse talent can grow autonomously and demonstrate their capabilities, while using AI and data to help each individual realize their full potential and contribute to Quality Growth.

Overall Human Capital Strategy

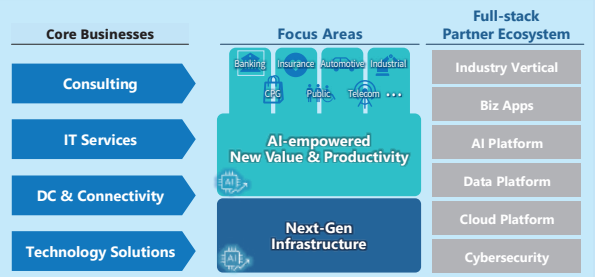


Linkage between Business Strategy and Human Capital Strategy

Management Strategy

Quality Growth

We aim to achieve EBITDA of ¥1.2 trillion in FY2030,
focusing on the two areas of "AI-empowered New Value and Productivity" and "Next-Gen Infrastructure."



Growth Initiatives

Human Capital Enhancement	Enhanced consulting, industry knowledge, and AI implementation capabilities
Strategic Investment	Expanding investments in innovation, including AI
M&A × Alliance	Acquiring capabilities necessary for the AI era
Data Center Investment	Capture AI demand and make focused investments in focus areas

Reference page: Introduction "Strategies for Quality Growth"

Human Capital Strategy

Policy

Human Capital Enhancement

- Talent is the source of our competitiveness and our most important management resource. Going forward, diverse and highly capable talent will be essential to accelerating our AI-centered growth strategy globally.

Secure high professional talent to support business growth.

Be the place where people grow.

Drive initiatives based on the following 3 policies:

- Growth mindset and development
- Career autonomy and a dynamic human resources portfolio
- Embedding the culture

Main Initiatives

Securing human resources

- Recruiting highly skilled talent

Development

- Development of professional talent
- Development of talent that supports the creation of customer value in the AI era
- Development of talent who can succeed in global markets

Career autonomy

- Creating diverse career paths
- Building mechanisms that support growth

Culture

- Creating an environment that enables flexible working hours and locations
- Further improving health management and employee engagement

Metrics (FY2025 results)

- Number of global hires: more than 30,000
- Number of newly certified professional talent under the CDP: 2,300*
- Number of participants in consulting skills enhancement and training: more than 1,300*
- Global Management Talent Development Program (GLP)
- Number of new graduates: 31*
- Percentage of general employees who participated in career interviews: 94.5%
- Number of times career mentoring/ coaching was utilized: 717
- Number of employees transferred through internal job postings and the NTT Group Job Board: 217
- Turnover rate: 2.6%
- Remote work environment coverage: 100%
- Presenteeism loss rate: 4.6%
- Global Top Employer: Certified in 37 countries and regions*

* NTT DATA Group Corporation, NTT DATA Japan, and NTT DATA, Inc. (Japan)

Outcomes (FY2025 results)

Further securing diverse talent to support business growth.

NTT DATA employees:
approximately 200,000
(overseas ratio: 76%)

Professional talent with advanced expertise and the ability to adapt to change.

Generative AI practitioners:
approximately 80,000
(2.6 times FY2024 results)

Goal for the end of FY2027:
all approximately 200,000 employees

Talent who embrace NTT DATA's policies and strategy and proactively contribute with pride

Employee Engagement 4 KPIs: 70%
(global total)

Enhance corporate value

Achieve Quality Growth

Specific Initiatives

Securing Talent to Support Business Growth

Strengthening Global Recruitment

In recruitment, we focus on each individual's aptitude, motivation, and capabilities, regardless of gender, nationality, age, educational background, or other attributes, and recruit talent suited to each business portfolio. We are strengthening recruitment in Japan and overseas and hired more than 30,000 people globally in FY2025. We undertake the following initiatives to continuously attract and recruit highly professional talent needed for business growth.

Examples of Initiatives

- Strengthen consistent employer branding for the Group worldwide through country-specific career sites and a global career site that enables users to search for job opportunities worldwide
- Communicating NTT DATA's businesses worldwide and the people working in them through social media and other channels, in preparation for intensifying cross-border competition for IT talent
- Stable recruitment of new graduates through ongoing partnerships with local universities in Japan, India, Spain, Italy, South Africa, Brazil, and other countries
- Centralizing overseas recruitment functions at NTT DATA, Inc., to establish an advanced recruitment operating model

Talent Acquisition in Japan

NTT DATA Group Corporation, NTT DATA Japan, and NTT DATA, Inc., have recruited graduates from more than 100 educational institutions to date and hired 801 new graduates in FY2025. As our business expands beyond Japan into global markets, we recruit employees of various nationalities from multiple countries and regions each year. NTT DATA ranked third overall in Minshu's ranking of the most popular employers for 2027 graduates, remaining in the top three for the eighth consecutive year, and ranked first in the IT industry category for the 17th consecutive year.

For mid-career recruitment, we use diverse channels, including our website, direct sourcing, recruitment agencies, employee referrals, and return-hire programs, and hired 590 people in FY2025. Amid intensifying competition for talent, we have established the Advanced Professional (ADP) system to recruit external talent with outstanding expertise and leadership, the Flexible Grade (FG) system for job-based employment, and the Technical Grade (TG) system to provide specialist career paths. These systems strengthen our ability to secure diverse, highly specialized talent needed to execute our business strategy.

Retaining Diverse Talent at NTT DATA

We also actively support the early integration and retention of newly hired employees. We provide onboarding sessions for new hires in each location and implement recognition initiatives, particularly in overseas markets with high labor mobility.

In Japan, we work to retain mid-career hires through training on the business and IT skills, pulse surveys to assess employee well-being and follow-up, enhanced communication, and initiatives such as individualized skills training and networking events in each receiving department.

Developing Highly Specialized Talent

In addition to building development frameworks and a broad range of content tailored to employees' diverse expertise and aspirations, we foster a culture of co-creation and mutual learning through community-based learning.

Human Resource Development Policy

The foundation of our Group's education and development is encouraging employees to set their own goals and pursue learning and growth, while providing diverse development opportunities and career paths that meet their varied growth objectives. We focus on developing professionals with advanced expertise and adaptability, as well as talent capable of succeeding globally.

Training System

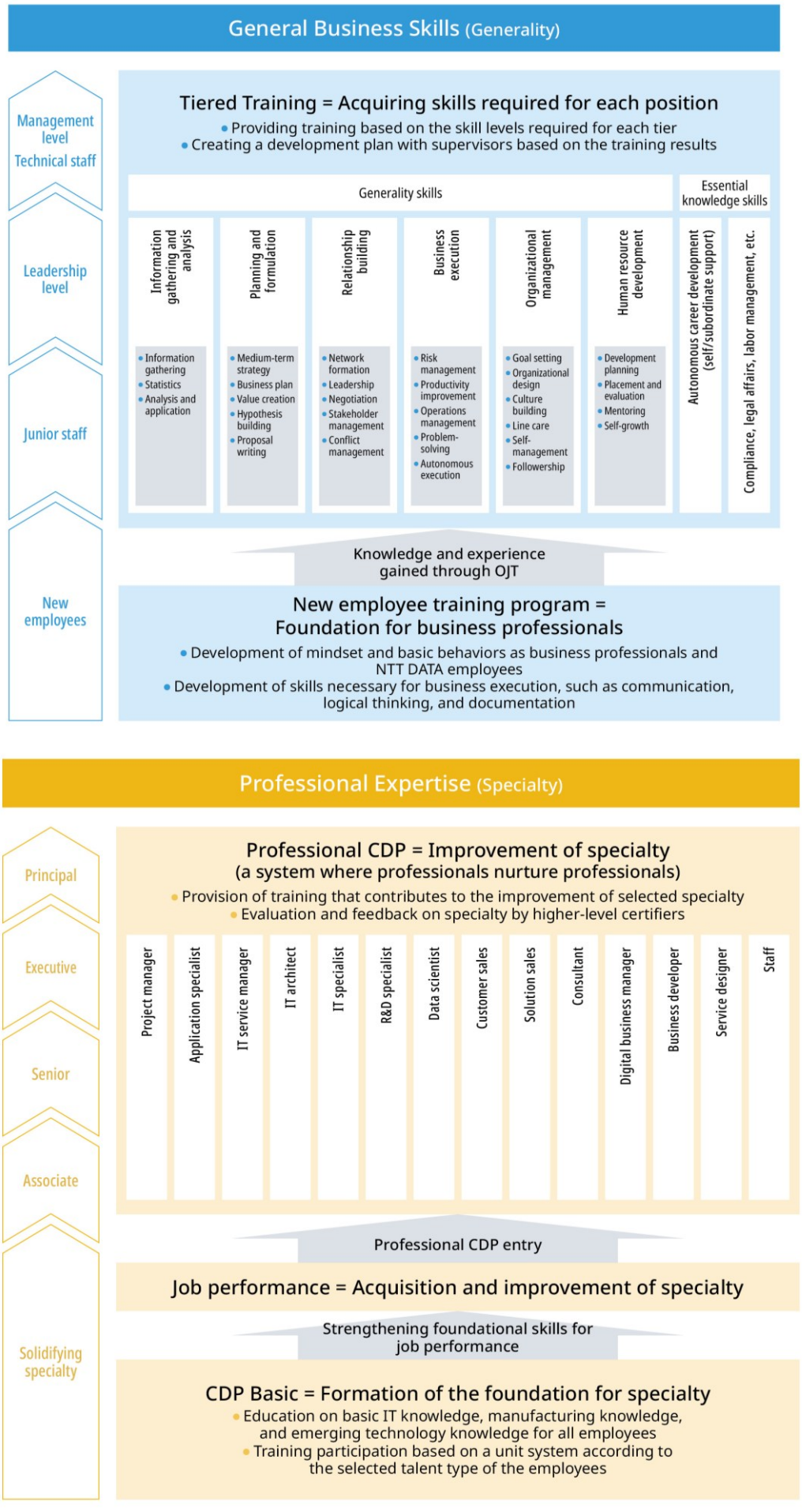
NTT DATA Group Corporation, NTT DATA Japan, and NTT DATA, Inc., provide employees with training appropriate to their roles and work at the right time, from the two perspectives of strengthening general business capabilities and developing professional expertise.

For general capability development, we continuously update our programs in response to changes in the business environment and technology. Our new-employee training provides the skills required for work and allows participants to select logical thinking and documentation curricula suited to their skill levels. In FY2026, we are also incorporating learning and practical exercises on generative AI to build the foundational capabilities needed to drive business transformation from the outset of employees' careers.

In addition, we have systematized the general capabilities required at each job level, from new employees to managers, in a "Generality Skill Map" and clarified the behavioral expectations for each level. Human resources and development personnel use this skills map as a reference when planning and considering training and development measures. It is also available to employees as a guide for capability development and career planning.

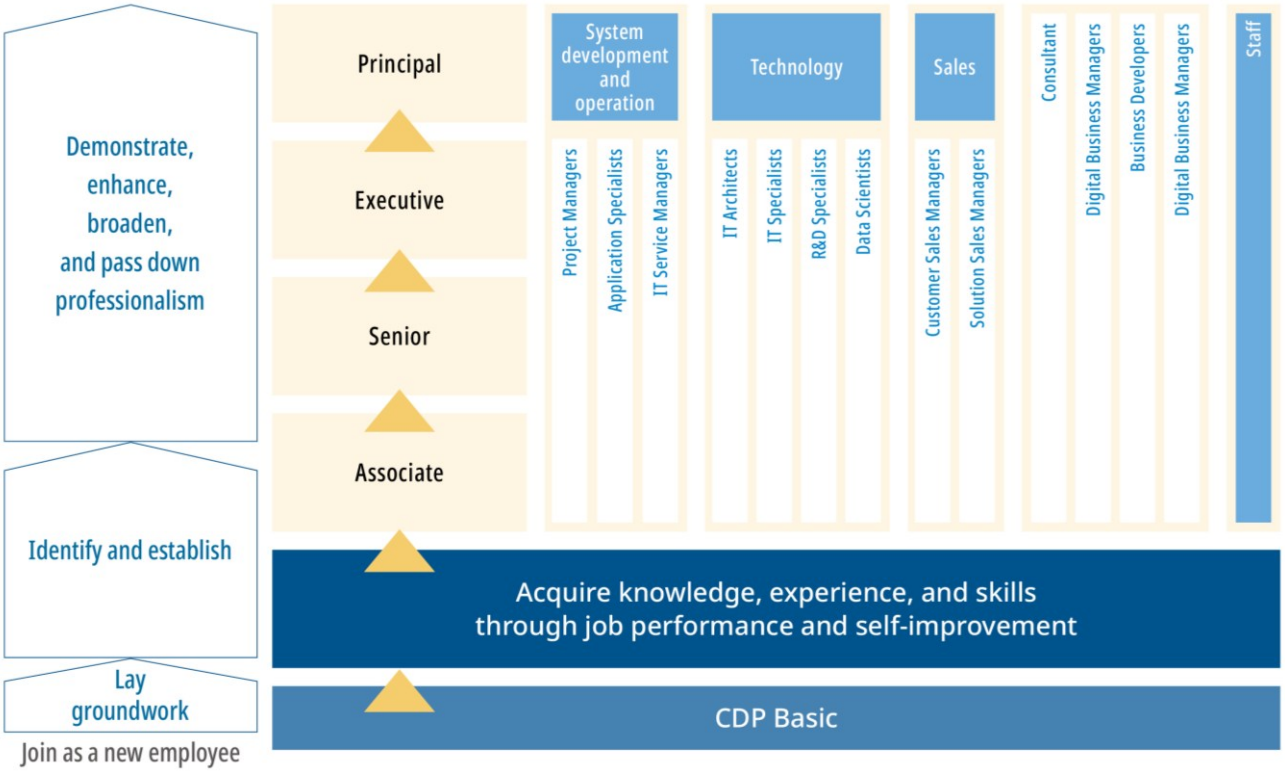
Since 2003, NTT DATA Group Corporation, NTT DATA Japan, NTT DATA, Inc. (Japan), and Group companies in Japan have operated the Professional CDP (Career Development Program). The program defines the talent profiles and development paths sought across NTT DATA and certifies employees' areas and levels of expertise, with the aim of developing professionals who combine advanced expertise with adaptability. The Professional CDP supports the autonomous growth of individuals from early-career employees to executives. Based on the concept that professionals develop other professionals, it functions not only through vertical relationships within an organization but also through cross-organizational and cross-functional relationships among professional communities. Overseas, professional expertise is also certified through initiatives such as the NTT DATA Learning Certification Institute (NLCI), operated by a U.S. Group company.

Human Resource Development System



Professional CDP continues to evolve according to business environment and technology changes. In FY 2019, we added Business Developer and Data Scientist. In fiscal 2020, we added Cloud as an IT Specialist field. In FY2021, we added Digital Business Manager for talent leading digital business, Service Designer for proposing new value from the end-user perspective, and Agile as a new Project Manager category. In FY2022, we added a customer-value enhancement perspective to IT Service Manager. In FY2026, we also plan to add and begin certifying AI talent who will lead the AI business, while promoting reskilling to strengthen AI capabilities across existing talent categories.

Professional CDP Human Resource Types

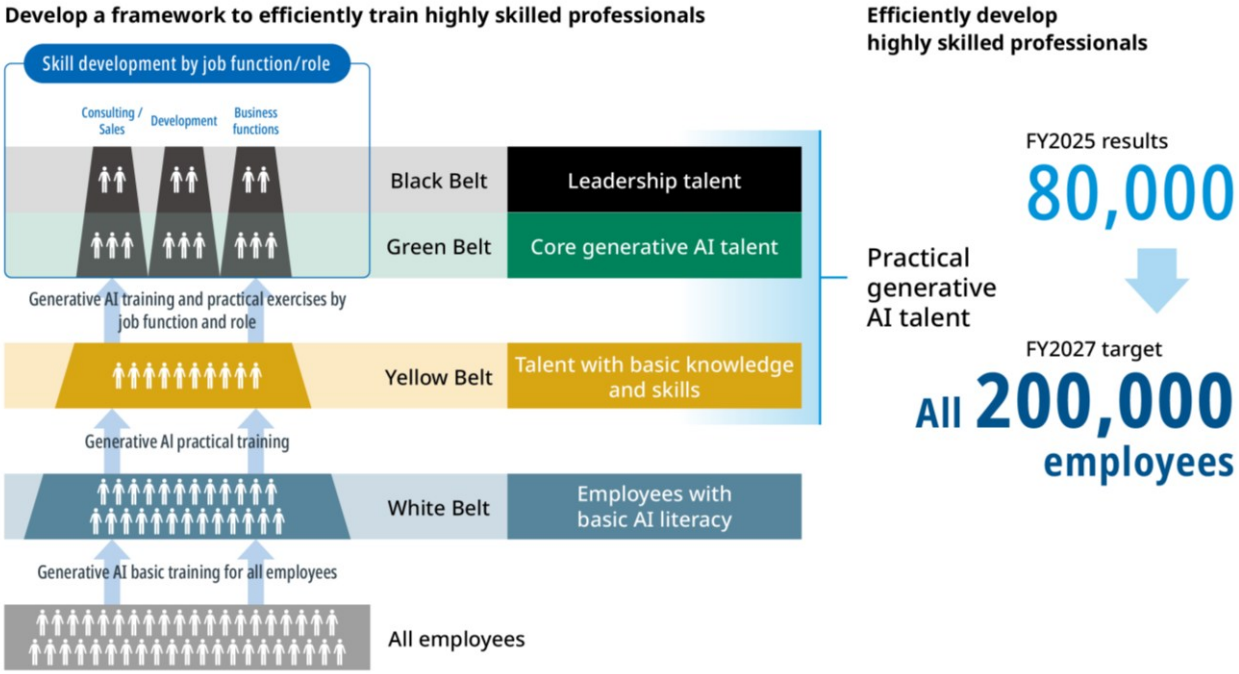


Generative AI Talent Development

Alongside transforming our customers' value chains, we are transforming our internal value chain through the fundamental improvement of operational efficiency using generative AI, the promotion of innovation, and the development of our corporate culture. Led by the Global AI Office, we are developing generative AI talent.

For generative AI talent development, NTT DATA has defined talent profiles and a development roadmap spanning White Belt, which provides all employees with foundational knowledge; Yellow Belt and Green Belt, which enable employees to deliver value in projects using generative AI; and Black Belt, which enables employees to lead projects and develop junior colleagues. Training is provided globally for each level. As a result, the number of employees with practical generative AI capabilities at Yellow Belt level or above reached 80,000 at the end of FY2025. The initiative has also received external recognition, including a Gold Award in Learning and Talent Development at the Brandon Hall Group Excellence Awards, an international talent development awards program. We will further advance this development initiative and expand it to all 200,000 employees globally by the end of FY2027.

Generative AI Talent Development Framework



ⓘ Related webpage: Expand practical AI talent to all employees globally by FY2027 (japanese only)

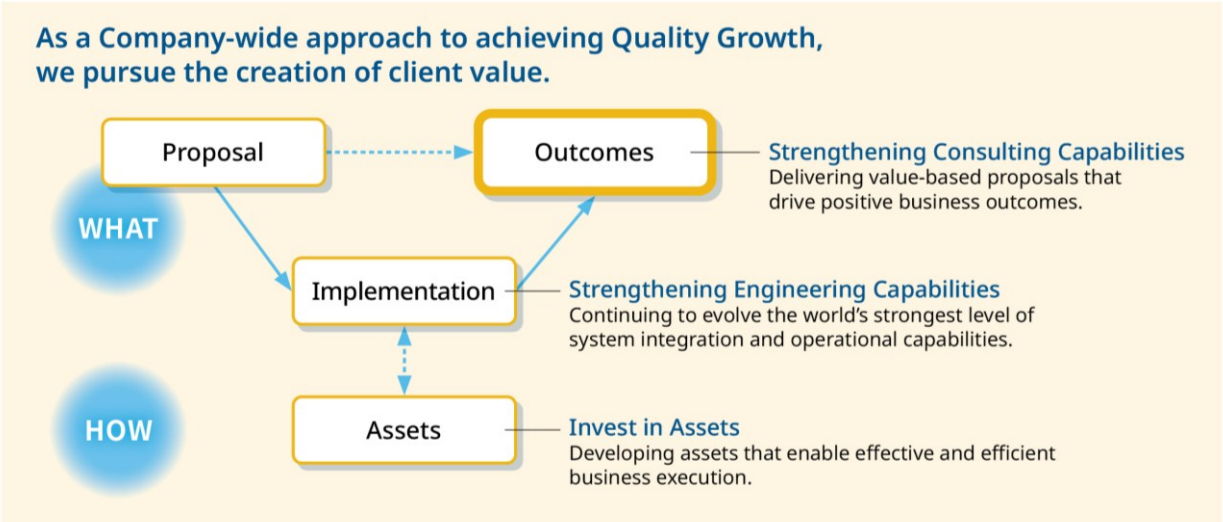
Strengthening Consulting and Engineering Capabilities

To maximize customer outcomes, we are strengthening our consulting and engineering capabilities with the aim of realizing our “Proposal–Implementation–Outcome” Model.

To strengthen consulting capabilities, we are reskilling employees engaged in sales and development by establishing methodologies and developing and delivering more practical training programs. More than 1,300 employees completed training in FY2025.

To strengthen engineering capabilities, we are developing 700 IT architects who can understand customers’ business needs and design optimal architectures based on IT system requirements. We are strengthening three capabilities: architecture design, quality assurance process design, and resilience. In addition, as the use of AI in system development expands, we are strengthening the AI utilization and governance capabilities required of IT architects to build systems that achieve both high productivity and quality.

Proposal–Implementation–Outcome Model



Developing Talent Capable of Succeeding in Global Markets

As their overseas business expands rapidly, NTT DATA Group Corporation, NTT DATA Japan, and NTT DATA, Inc., are developing talent capable of contributing flexibly in response to changes in markets and the competitive environment.

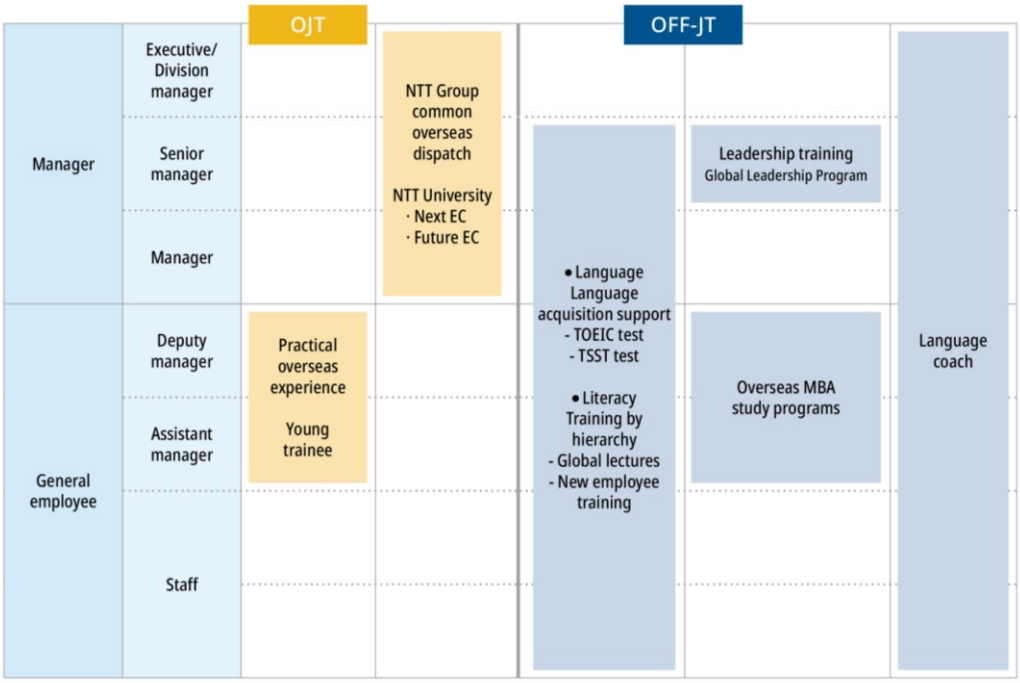
We offer programs at each career level to develop employees recruited in Japan into talent capable of succeeding in global markets. Since FY2024, we have placed greater emphasis on developing employees with global business experience. We provide diverse opportunities to strengthen global capabilities through the Young Trainee initiative, which sends early-career employees overseas as trainees; NTT University and the Global Leadership Program (GLP), which develop future executives; and overseas study programs that support employees pursuing MBAs at universities in Europe and the United States.

Since 2009, Group companies worldwide have jointly implemented the GLP to develop the next generation of executives capable of succeeding globally. The program enables participants to examine challenges in both global and local strategies and consider personally what is needed and what actions they should take to realize One NTT DATA from both perspectives.

Launched in FY2024 as a new human resources initiative, the Young Trainee program generally sends employees in their late 20s to early 30s to overseas trainee positions for one year. By gaining hands-on experience of local business while receiving training, participants develop into future global talent. Under this initiative, 22 trainees were assigned to locations overseas in FY2025. Under the Young Trainee initiative, participants continue to engage in global work after returning home, with consideration given to their aptitudes and preferences. Through this approach, NTT DATA aims to build and expand a pool of young and mid-career talent capable of succeeding globally in the future.

We believe that creating a development environment where the diversity and individuality of employees across more than 70 countries and regions are respected is the very essence of the dynamism of our Group.

Global Human Resources Development Framework



Note: NTT DATA's global talent development combines OJT (practical experience) with off-the-job training (training and learning support).

- Management level (manager to Executive/Division manager): NTT Group joint overseas assignments, NTT University (Next EC/Future EC), and the Global Leadership Program
- General employees (staff through deputy manager): overseas work experience, the Young Trainee initiative, and overseas MBA programs
- All levels: ongoing language-learning support (TOEIC and TSST tests and language coaching) and literacy training tailored to each career level

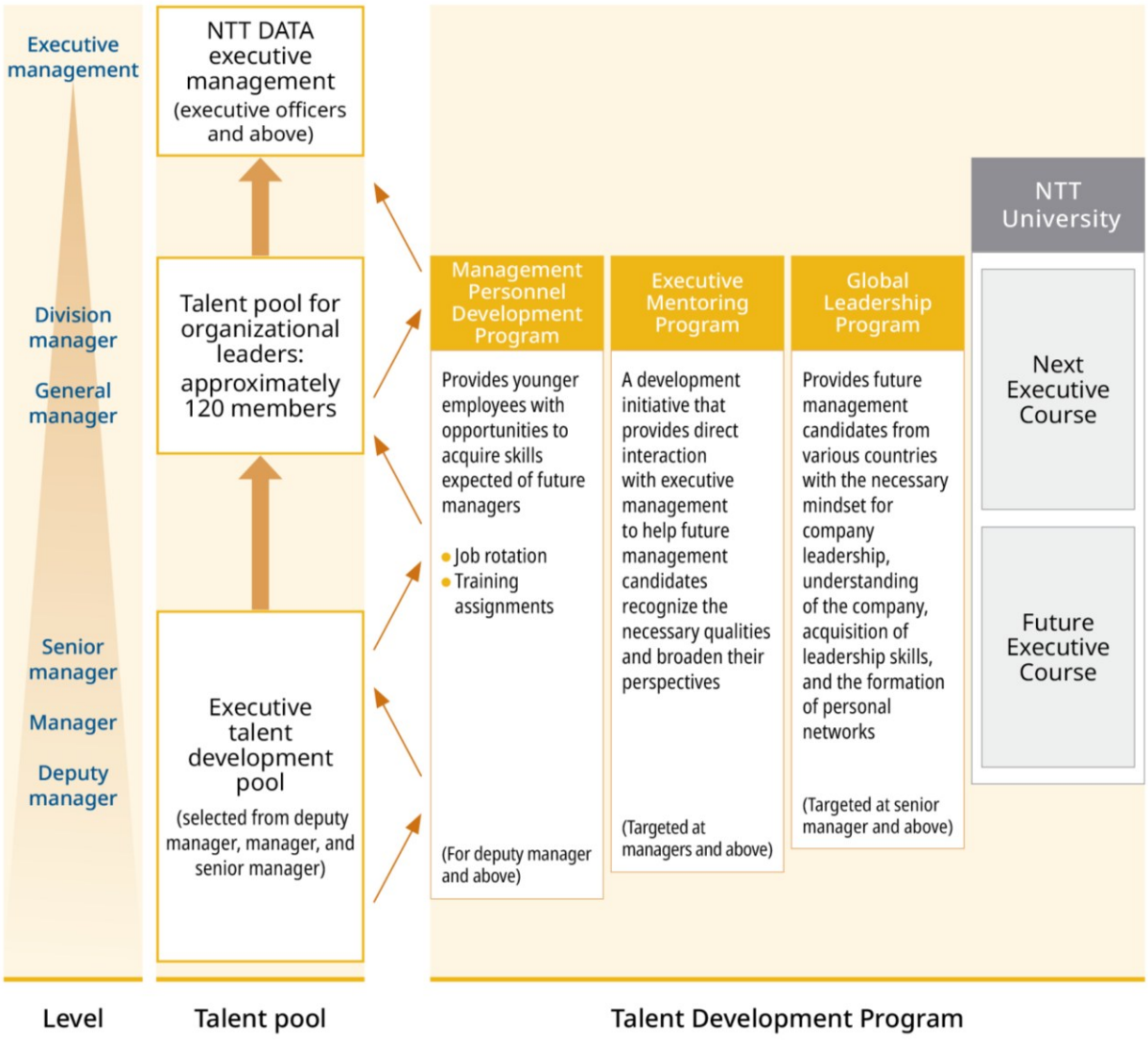
Developing Management Talent

NTT DATA Group Corporation, NTT DATA Japan, and NTT DATA, Inc., take a multifaceted approach to developing Group management talent over the medium to long term so that they can lead the business even in a rapidly changing environment. NTT DATA develops motivated and capable next-generation management talent through a broad range of measures. These include assignments to staff roles that directly address Group management issues and to global businesses; participation in external seminars and training to acquire systematic management knowledge and build external networks; opportunities to learn management philosophy through dialogue with current executives (Executive School); and participation in NTT University, an NTT holding company initiative to develop Group management talent. As a result of these initiatives, approximately 120 Japanese employees currently belong to the talent pool for organizational leadership and other roles.

We are also integrating overseas talent into these management development programs. To date, 413 overseas employees across NTT DATA have participated in the GLP organized by NTT DATA Group Corporation, including 31 employees who newly completed the program in FY2025. Succession management for overseas executives is conducted using these talent pools as the primary pool of candidates, with assessments by external organizations also utilized.

Going forward, we will continue to advance our global development of management talent that supports the Group's sustainable management.

Overview of Management Personnel Development



Promoting Autonomous Career Development

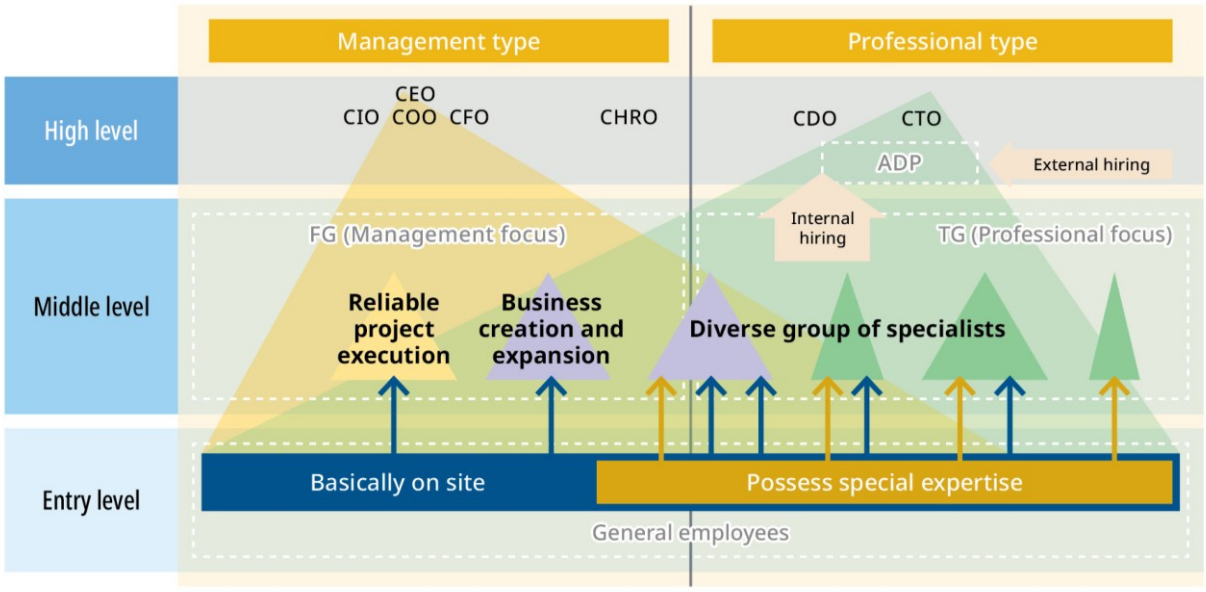
Diverse Career Paths Based on Expertise

We provide systems that enable each employee to pursue diverse career paths aligned with their expertise and fully demonstrate their varied skills.

NTT DATA Group Corporation, NTT DATA Japan, and NTT DATA, Inc., established the Advanced Professional (ADP) system in December 2018 to recruit externally experienced talent with outstanding expertise and the ability to lead emerging businesses. The program also permits internal appointments. As of June 1, 2026, 11 people had been certified: six internal appointees and five external hires. In addition, in October 2019, we established the Technical Grade (TG) system to realize the career path of specialists. As of June 1, 2026, 436 employees had been certified under the program. In July 2020, we established the Flexible Grade (FG) system, a job-based employment system based on the value generated by each position, to maximize value creation by leveraging employees' diverse strengths. The system was applied to all management positions from July 2022.

We seek to maximize human capital through flexible human resources systems that fairly evaluate each employee's capabilities and performance and enable outstanding talent to be appointed regardless of tenure or age.

Career Development

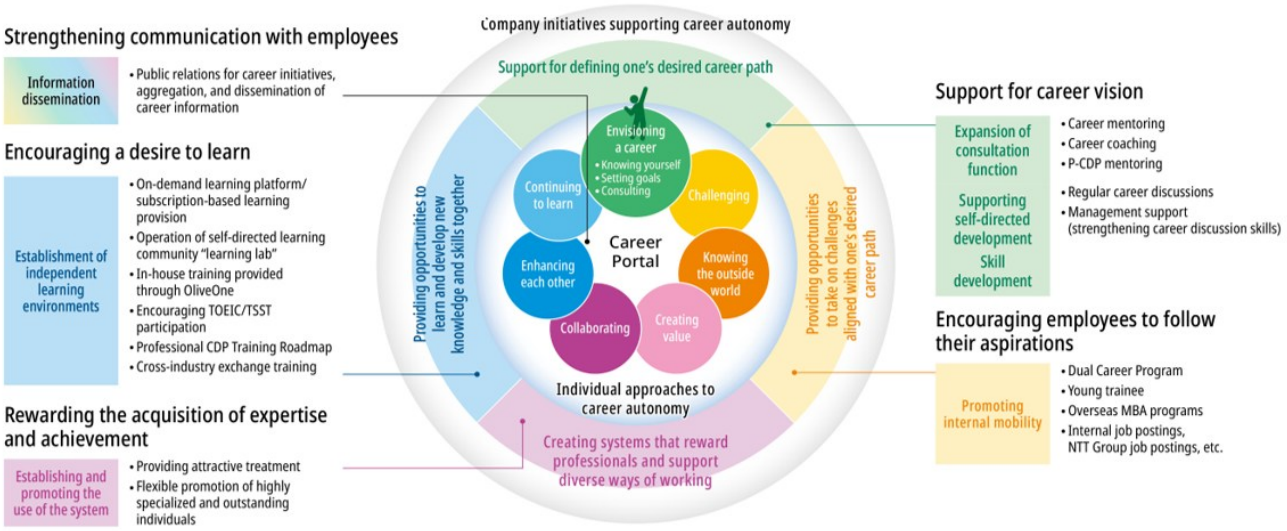


Supporting Autonomous Career Development

Our approach to autonomous career development begins with employees defining their own career visions and seeking to learn and grow autonomously to realize them. Through a virtuous cycle in which employee growth drives company growth and company growth creates further opportunities for employees, we aim to deliver greater value to customers and society.

Employees previously shared their career aspirations through regular communication with their direct supervisors. Since FY2023, we have supplemented this practice with an annual career discussion to understand employees' medium- to long-term career visions and support the actions needed to realize their aspirations. In FY2025, we provided a Career Discussion Guide for supervisors and employees. By restating the significance and purpose of career discussions and sharing information to help tailor them to each employee's stage of career planning, we are working to make these discussions more meaningful. (In FY2025, 11,130 employees were eligible for career discussions, and 94.5% of general employees completed one.)

Platform for Autonomous Career Development



We also provide several career consultation channels. In addition to opportunities to consult external career consultants, since FY2024 we have offered career mentoring that allows employees to speak informally with internal career experts. Users reported overall satisfaction of 98% and a 95% willingness to recommend the service to colleagues, helping us strengthen career development support for every employee. We are also strengthening career development support through initiatives such as the Dual Career Program (internal secondary employment), which aims to create diverse value by enabling employees to apply their broader capabilities through both advancing their current expertise and acquiring new expertise.

We also operate an internal venture program that gives employees opportunities to pursue new business creation based on their own aspirations and ideas. The program goes beyond identifying ideas: It supports the business creation process through commercialization, and NTT DATA supports employees in launching their ventures. This expands employees' career options beyond their existing roles, enabling them to conceive businesses and create new value for society and customers.

We will provide opportunities for challenge and create an attractive company where diverse talent can succeed through diverse ways of working, where every employee can experience growth toward their goals as the company grows, and where people want to work and continue working.

Promoting Reemployment after Mandatory Retirement

NTT DATA Group Corporation, NTT DATA Japan, NTT DATA, Inc. (Japan), and certain Group companies in Japan offer two programs for employees who wish to continue working after mandatory retirement. The Meister System provides full-time, salaried positions in which employees use their experience, capabilities, knowledge, and skills to work autonomously, advise and support junior colleagues, and deliver defined results. The Career Staff System provides hourly paid positions based on routine work, with options including full-time, shorter-hours, and three- or four-day workweeks. These programs enable employees to continue working until age 65.

Since April 2021, NTT DATA has also offered a Continued Employment Program that enables eligible employees who wish to extend their employment beyond age 66 to continue working until age 70.

Human Resources Management (Evaluation)

NTT DATA Group Corporation, NTT DATA Japan, and NTT DATA, Inc., maintain a compensation system that emphasizes results, performance, and behaviors regardless of employment type. We encourage employees to put the Vision into practice, enhance their professionalism, and deliver results and performance as an established way of working.

For performance evaluations, each employee meets with their supervisor to set individual goals and is evaluated against the resulting outcomes. We also use multiple evaluators and other measures to provide transparent, multidimensional evaluations for all employees. All employees have four individual meetings with their supervisors each year: a goal-setting meeting at the beginning of the fiscal year, midyear and year-end goal review meetings, and a behavior and performance evaluation feedback meeting around May. At the goal-setting meeting, supervisors and employees align their understanding of goals for the fiscal year, and supervisors provide advice. At the midyear and year-end goal review meetings and the behavior and performance evaluation feedback meeting, supervisors and employees jointly review results and performance achieved and the process used to achieve the goals, and supervisors provide advice and encouragement for further improvement and growth.

For contract employees, we have also introduced a system that reflects the degree of achievement of their work in compensation. In addition, when we determine that an employee has the potential to contribute over the long term, we offer them permanent employment.

Culture (Further Enhancing Employee Engagement)

Employee Engagement Survey

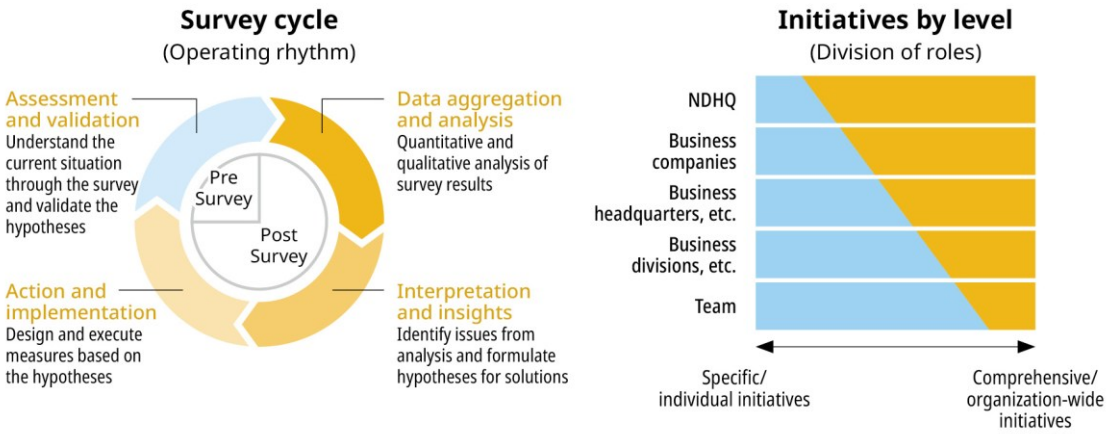
We conduct an employee engagement survey to understand engagement levels, clarify issues, and promote improvement initiatives. Although survey methods and frequency previously differed among Group companies and countries, in FY2024 we conducted a common employee engagement survey for NTT DATA employees, including those at overseas Group companies. In FY2025, we expanded the survey to all NTT DATA employees, including those at Group companies in Japan. By conducting it annually as a common Group survey, we will support more continuous monitoring and analysis of employee engagement.

Employee engagement is measured using four key KPIs* that comprise the employee engagement rate. Specifically, we measure the percentage of favorable responses in four areas: personal achievement through work, willingness to recommend the company to acquaintances, motivation to contribute beyond expectations, and pride in working for NTT DATA. In FY2025, NTT DATA's consolidated employee engagement score, including overseas operations, was 70%.

* The four key KPIs are the average percentage of favorable responses to the following four comments:
I gain a personal sense of achievement through my work.
I would recommend this company to an acquaintance as a great place to work.
At NTT DATA, I am motivated to contribute beyond what is required to accomplish my work.
I am proud to work for NTT DATA.

To make more effective use of the findings, we also conduct workshops worldwide on how to interpret the survey results correctly. By comparing the latest findings with the previous results, each company and organization assesses how its initiatives have affected engagement and develops specific action plans for the next cycle. By continuing this survey cycle, we work to maintain and enhance employee engagement and create better workplaces.

Survey Cycle and Initiatives by Level



Initiatives to Enhance Employee Engagement

The Group strives to create an environment where each employee can feel a sense of personal growth, a connection with the Company, and a sense of purpose in their work. In FY2025, we developed the employee value proposition (EVP), “Make this the place where you grow,” to communicate more clearly the value and growth opportunities we offer employees. The EVP supports the realization of “Be the place where people grow,” the Group’s shared talent policy, and reflects our aspiration to be a place where every employee can continue to grow.

Based on this approach, we promote initiatives that recognize employees’ challenges and achievements and create connections across organizational boundaries. At the May 2026 company anniversary awards, we recognized achievements across 50 projects. Approximately 100 award recipients from Japan and overseas participated and shared advanced initiatives and knowledge from their respective regions and organizations. By celebrating employees’ challenges and achievements across the Group, we are fostering a global sense of unity and a culture of learning from one another. NTT DATA was recognized by the Top Employers Institute as a “Global Top Employer 2026” in January 2026 for its advanced global talent strategy, marking its third consecutive year of certification.



Global Top Employer 2026

In Japan, NTT DATA is expanding opportunities for dialogue between management and employees. Initiatives include MASA Meets, where the president speaks directly with employees, and CAMPFIRE, an employee-led event held across company and organizational boundaries. In addition, we hold a generative AI contest as a “platform for practice and challenge” to accelerate business transformation and the creation of new value using generative AI across the NTT DATA Group.

Through these initiatives, we aim to further enhance employee engagement by fostering an organizational culture in which employees recognize their own growth and value creation, acknowledge one another, and embrace challenges.

Creating a Better Workplace

As the Group’s business continues to expand, securing a sufficient workforce has become an important priority amid increasing workloads and intensifying competition for talent. At the same time, we believe it is important to create employee-friendly workplaces and an attractive company where every employee can work safely and in good health while finding fulfillment in their work, thereby strengthening our workforce.

In addition, the Group's work-style transformation aims to enable employees to improve the quality of their work within limited working hours, use the time freed up by reducing working hours for personal fulfillment and growth, and continue to thrive in their careers, ultimately creating a stronger competitive advantage.

We aim to be an employer of choice in the labor market through initiatives such as diverse work styles that allow employees to flexibly choose where and when they work according to their lifestyles; various leave programs and work environments that support a balanced approach to work; and benefits programs that enable employees to stay healthy, motivated, and active in their careers.

Main Systems Supporting Flexible Work Styles

Items	Main Initiatives
Optimization of Working Hours	Management and monitoring of total working hours targets Enhancement and encouragement of paid leave systems
Promoting Business Transformation	Creating an environment that enables employees to use AI according to the nature of their work
Enhancement of Human Resource Systems	Improvement of systems related to work styles Enhancement of welfare programs

Creating an Environment in Which Employees Can Deliver High-Value Work

NTT DATA Group Corporation, NTT DATA Japan, NTT DATA, Inc. (Japan), and Group companies in Japan are developing an environment in which every employee can safely select and use the appropriate AI agent for the nature of their work and the data involved. We provide an environment in which employees can use company-wide AI platforms, including LITRON CORE, ChatGPT/Codex, Microsoft Copilot, and GitHub Copilot, as appropriate for different needs, supporting flexible ways of working in both business operations and development.

We are also establishing rules, platforms, and knowledge resources for the safe and continuous use of various AI products, while promoting employees' autonomous use of AI through events and hands-on sessions. Through our Client Zero initiative, we position ourselves as the first customer of AI applications. By using AI extensively in internal operations, we advance our own business transformation and accumulate knowledge gained through practice. By applying AI to back-office functions such as human resources, finance, and procurement and advancing AI-BPR through fundamental reviews of business processes, we are improving efficiency and operational quality while creating an environment in which employees can focus on higher-value-added work. We will continue to create workspaces that support new value creation.

Enhancing Work-Style Programs

NTT DATA Group Corporation, NTT DATA Japan, and NTT DATA, Inc., have long been enhancing work-style programs to enable diverse and flexible ways of working.

In April 2018, we revised our telework program by removing the limit on the number of telework days and enabling employees to work outside the home, including at nearby satellite offices while away from their regular workplace. In October 2020, we introduced a remote-work allowance to address the increased expenses borne by employees as working from home became more common.

In November 2022, to support diverse ways of working, we established a hybrid-work program based on an optimal mix of in-person and remote work, with the aim of enabling employees to choose their work location flexibly according to business processes and objectives. Under the hybrid-work program, each organization discusses how to create a workplace suited to its circumstances and projects, enabling employees to choose in-person or remote arrangements according to business processes and objectives. (Remote work rate of 58.2% in FY2025)

For working-hour management, we have introduced flextime and discretionary work systems. In October 2020, we also introduced a super-flextime system without core hours. Approximately seven in 10 employees use these programs. By providing programs that accommodate diverse lifestyles, NTT DATA enables employees to work flexibly.

Enhancing Employee Benefits

NTT DATA Group Corporation, NTT DATA Japan, and NTT DATA, Inc. (Japan), provide a range of benefits covering the entire employee life cycle so that employees can remain healthy, motivated, and active. Employees can freely combine and use benefits according to their needs. These include a Health Promotion Menu, such as comprehensive medical examinations and referrals to leading physicians in Japan through the Best Doctors service depending on an employee's condition; an Asset Building Menu that provides incentives for various forms of long-term asset building, including employee savings plans and defined contribution pensions; and a Housing Menu, including housing allowances provided from the time an employee joins the company and adjusted to subsequent life-stage changes.

In addition to the selection-based cafeteria menu, we offer a Life Design Consultation Room where employees can consult on financial planning for life events such as marriage and childbirth; support for life planning to help employees plan their lives, including their careers; services supporting fertility treatment, childcare, and nursing care; and matchmaking services available exclusively to employees of participating companies. These programs are designed to meet a wide range of employee needs.

As part of our long-term employee benefits, we provide a retirement allowance plan based on length of service, corporate pension plans (defined benefit and defined contribution), and individual pension plans, thereby enhancing support for employees' lives after retirement.

Main Menu of Welfare and Benefit Programs

Categories	Main Menu
Health Promotion	Health checkups (including support for optional examinations), introduction to best doctors, multi-opinion services, acquisition of health IT devices like wearable technology, and discounted access to partner fitness gyms, etc.
Wealth Formation	Deferred compensation savings, defined contribution pension plans, and NTT Group individual pension plans, etc.
Housing-Related	Housing assistance, support funds for new employee independence, access to company housing and dormitories, and various support options after home acquisition (long-term living expenses and loan repayment assistance), etc.
Childcare Support	Subsidies for babysitter services, introduction to partner nurseries, and consultation services, etc.
General Lifestyle Support	Life Design Consultation Room, massage room, special discounts for leisure facilities, restaurants, and goods sales, as well as matchmaking services offered exclusively to partner companies, and company-provided group long-term disability insurance (GLTD), etc.

Indicators and Targets

Indicators	Unit	FY2025 Results	FY2026 Targets	Medium- to Long-Term Targets	Scope*1
Employee engagement rate	%	70 (2 percentage points lower year on year)*2	Improvement of 100% or more YoY	Consider an appropriate threshold in FY2026	③

*1 ① NTT DATA Group Corporation, NTT DATA Japan, and NTT DATA, Inc. (Japan) / ② ① plus Group companies in Japan / ③ ② plus Group companies outside Japan / ④ NTT DATA Group Corporation / ⑤ NTT DATA Japan / ⑥ NTT DATA, Inc. (Japan) / ⑦ Group companies in Japan / ⑧ Group companies outside Japan

*2 Score decreased due to the expansion of the companies covered. Based on the survey results, we are promoting initiatives to enhance employee engagement

Diversity and Inclusion

Basic Policy

Based on its Mission and Values and the NTT DATA Code of Business Ethics, NTT DATA promotes Diversity and Inclusion (D&I) as a key priority.

To respond to diverse customer needs in a rapidly changing business environment, we believe it is essential to build a corporate culture in which every individual is respected and can fully demonstrate their capabilities, regardless of gender, nationality, sexual orientation, disability, skills, career background, or other attributes.

We advance D&I measures from three perspectives— Empowering diverse talent, Flexible work styles, and Global inclusion—and promote workplaces where employees can apply their individual perspectives and capabilities.

Basic Policy



ⓘ Related webpage: Diversity, Equity & Inclusion

Promotion System

A thematic working group under the Sustainability Committee, chaired by the Senior Executive Vice President and Representative Director responsible for Corporate Management, holds practical discussions on sustainability management issues, including D&I. We also hold regular D&I sessions with leaders worldwide, while employees actively pursue voluntary initiatives.

Specific Initiatives

Advancing Inclusion Globally

We implement a series of global campaigns, each focusing on a different D&I theme. Through all our global campaigns we also heavily leverage employee stories. Storytelling helps advance inclusion by bringing diverse experiences and perspectives to life. By sharing authentic employee stories, we build understanding, strengthen belonging, amplify underrepresented voices, and make inclusion more tangible across our global workforce.

In addition, we have established employee-led Employee Resource Groups (ERGs) globally, operating as the NTT DATA Global Inclusion Networks (NGINs).

Global Inclusion Networks are employee-led communities that bring people together across regions, cultures, identities, lived experiences, and interests to build connection, amplify employee voices, and help create a more inclusive NTT DATA. Open to both community members and allies, the networks provide opportunities to learn, share experiences, support development, and foster a greater sense of belonging.

They also serve as an important channel for listening and insight, helping shape our culture, influence positive change, and ensure every colleague feels valued, heard, and empowered to grow.

Our Global Inclusion Networks include the following:

- Women at NTT DATA
- Pride at NTT DATA
- Neurodiversity at NTT DATA
- Culture and Ethnicities at NTT DATA
- Well-being and Me at NTT DATA
- Disability at NTT DATA
- Veterans at NTT DATA

There are global, regional, and local chapters of these networks. This enables us to advance inclusion cohesively worldwide while drawing on locally rooted initiatives. Going forward, we will strengthen collaboration among the networks and expand participation. By linking these activities to talent indicators for recruitment, development, retention, and other areas, we will consolidate the knowledge of talent distributed globally and apply it to organization-wide decision-making and innovation.

Promotion of Gender Equity

Women’s advancement is a key D&I theme. We are working to expand the number of women leaders globally through integrated efforts in recruitment, promotion to management positions, and appointment to executive positions. By signing the Women’s Empowerment Principles (WEPs) and participating in activities of the Global Compact Network Japan (GCNJ), we work not only within NTT DATA but also to build a more inclusive environment across society.

Specifically, executives communicate messages on realizing each D&I theme through the internal portal and other channels to raise awareness among all employees. For International Women’s Day, executives publish messages on our official website and related events are held worldwide, building momentum for women’s advancement globally.

As part of the NGINs, we promote the Women’s Initiative Network, supporting women’s career development and leadership. At forums such as the NTT DATA Global Conference, we hold sessions on women’s advancement to share knowledge and promote changes in awareness globally.

Initiatives at Group Companies Outside Japan

Beginning in FY2026, we established a new KPI and are working to increase the percentage of women leaders overseas.

Initiatives to Empower Women

- GISA, a Group company in Germany, was selected as one of the Best Companies for Women 2025 by the women's magazine *BRIGITTE*. The survey assesses gender equality, career development, work-life balance, the gender composition of leadership, and other factors.
- NTT DATA Germany received a high rating in the Frauen-Karriere-Index (FKi) for its initiatives supporting women's career development and leadership.
- NTT DATA, Inc., is building sponsorship programs for high-potential and future leaders, targeted capability-building programs for underrepresented female talent, and structured mentoring programs, and ensuring leadership accountability for representation, sponsorship, and inclusion goals.
- NTT DATA, Inc.'s inclusion network approach also supports employee communities such as Women at NTT DATA with a goal of building a strong global inclusion network with executive sponsorship.

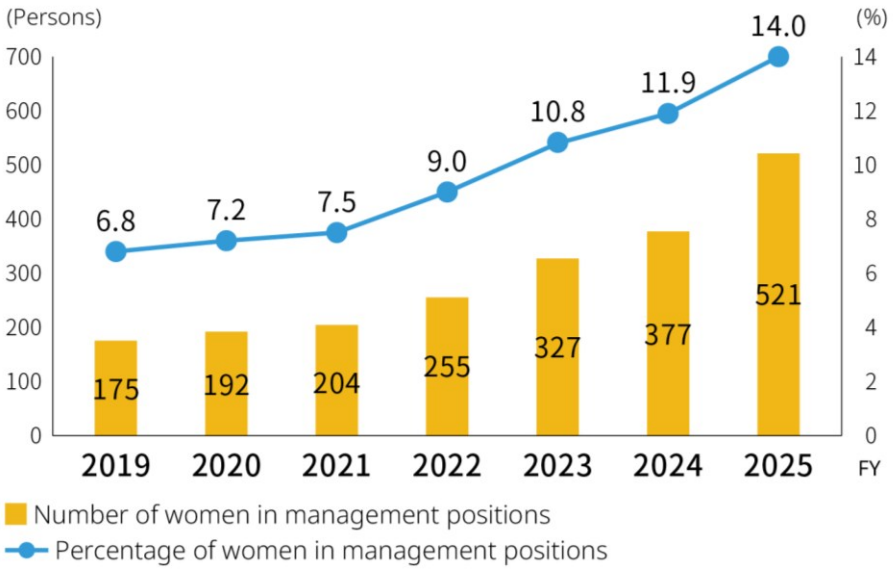
Initiatives in Japan

Since the Act on Promotion of Women's Participation and Advancement in the Workplace took full effect in 2016, NTT DATA Group Corporation, NTT DATA Japan, and NTT DATA, Inc. (Japan), have developed action plans to establish the necessary environment and have worked steadily toward their targets.

General Employer Action Plan for Promoting Women's Advancement

Items	Details
Plan period	April 1, 2026–March 31, 2031
The Group's Challenges	1. Based on the recognition that women remain underrepresented in decision-making positions and that their representation needs to be increased, NTT DATA will continue to promote the development of a workplace culture and environment that enables employees of all genders to share childcare and household responsibilities and balance work and family life, thereby supporting the further advancement of women. 2. Although no significant gender disparities are evident in recruitment selection or continued employment, NTT DATA will continue working to increase applications from female students, build a candidate pool of female students in science and engineering, and build a pool of female candidates for experienced-hire recruitment.
Quantitative targets	**Target 1**: Increase the percentage of women in management positions to 20% by the end of FY2030. **Target 2**: Maintain a 100% uptake rate among male employees for childcare leave and leave for childcare purposes through the end of FY2030.
Initiatives	The following actions are ongoing. 1. Raising awareness among employees, managers, and workplaces ・Training for newly appointed managers to update their knowledge of DEI and work-life balance support and learn how to support their team members ・Training for all employees to deepen their understanding of sustainability management, unconscious bias, and diversity 2. Creating a supportive work environment ・Return-to-work preparation seminars for employees on childcare leave, seminars led by employees with childcare leave experience, and examples of using work-life balance support measures ・Improving systems and practices to ensure that employees with time constraints are not disadvantaged 3. Enhancing career aspirations ・Career development workshops and training programs for young employees ・Mentoring program led by female department heads for female employees preparing for management positions 4. Strengthening the recruitment of women ・Introducing examples of women's career success and holding roundtable discussions at job information sessions for female students

Number of Female Managers



Notes:
1. Aggregated for NTT DATA Group Corporation, NTT DATA Japan, and NTT DATA, Inc.
2. Figures through FY2024 are as of March 31; figures from FY2025 onward are as of April 1.

Initiatives to Empower Women

- Signed the Women's Empowerment Principles (WEPs)
- Endorsed Keidanren's Challenge to Achieve 30% by 2030
- Endorsed GCNJ Collective Action 2030
- Analyzed data on women's advancement to identify issues
- Provided training for managers on managing diverse talent and supporting employees' career development
- Held executive roundtables for women employees through "Self As We," a voluntary initiative led by women executives in the NTT Group
- Promoted the NTT DATA Women's Initiative, a voluntary initiative led by women in senior management, to build leadership networks, raise awareness, and mentor women approaching management roles
- Promoted a Career Encourage Program that supports women employees in embracing career and growth opportunities, and held Positive Career Workshops
- Ranked 20th overall and first in the information and communications category in Nikkei WOMAN's 100 Best Companies Where Women Actively Take Part, 2026 edition

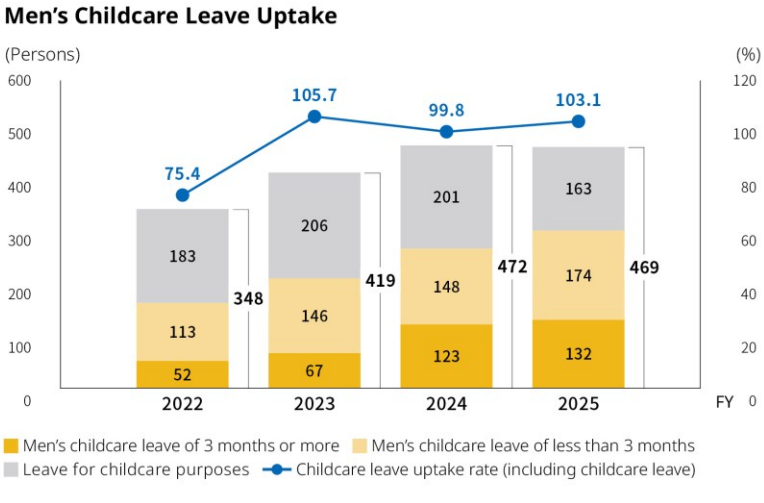
ⓘ Related webpage: Women's Advancement and D&I

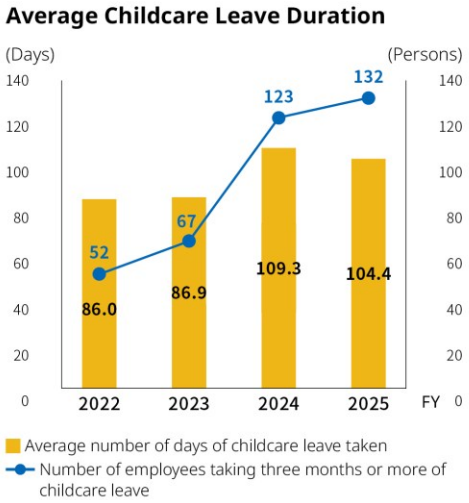
Promoting Men's Participation in Childcare

We position men's participation in childcare as an important measure for creating a workplace culture that supports women's advancement. Beyond encouraging childcare leave, we develop programs and environments that enable all employees to balance childcare and work as they wish. We also foster a supportive workplace culture through seminars where employees who have taken childcare leave or used shorter working hours, including men raising children, share their experiences.

ⓘ Related webpage: Initiatives to Promote Men's Childcare Leave (japanese only)

Men's Childcare Leave Uptake and Average Leave Duration





Notes:
1. Leave for childcare purposes: Our own program
2. Childcare leave uptake rate: [Numerator] Number of male employees who took childcare leave or leave for childcare purposes during the fiscal year / [Denominator] Number of male employees who had a child born during the fiscal year
3. Includes childcare leave that began during the fiscal year.

Note: Includes childcare leave that began during the fiscal year.

Supporting Career Continuity through Diverse Work Styles and Programs

We regard creating an environment in which employees can continue to thrive while balancing work with their individual life stages as an important management priority, and are working to create an environment that enables employees to proactively design their own careers. By increasing transparency in the criteria for career development and promotion, we are working to create an environment in which employees can continue working while balancing life events such as childcare and caregiving.

We also simplify business processes and strengthen collaboration among teams, building a foundation for flexible work styles and enabling diverse ways of working. We continue strengthening support for balancing work and personal responsibilities while using objective assessments, including external certifications for work-life balance and family-friendly initiatives.

Initiatives at Overseas Group Companies

- At NTT DATA Italia, Parental Team Coaching, Workshops and Training is specified as a concrete measure supporting employees in balancing childcare and work, providing coaching, workshops, and training to employees with childcare responsibilities.
- In NTT DATA, Inc., overall, we support career continuity by ensuring equitable access to growth opportunities, inclusive leadership practices, flexible pathways for development and advancement, and talent systems that enable people to thrive across different life stages, circumstances, and work styles.

Initiatives in Japan

Creating New Environments for Balancing Work and Life Events

NTT DATA Group Corporation, NTT DATA Japan, and NTT DATA, Inc. (Japan), believe it is important to respond to employee feedback and needs for diverse work styles so that diverse talent can succeed. To support each employee's career development and address a wide range of employment needs, we provide a leave program for employees accompanying their partners on overseas assignments, as well as a program for rehiring, within a specified period after retirement, employees who had to leave the Company due to childcare, caregiving, or a partner's transfer.

We also provide leave for fertility treatment for employees who wish to focus on treatment. We will continue using employee feedback to develop flexible programs that address diverse work styles needs.

Examples of Childcare and Nursing Care Support Programs

Systems	Details
Shorter-hours work program	Employees providing childcare or nursing care can choose to reduce their working hours to four, five, or six hours per day. Employees eligible for shorter-hours work for childcare are those with children in or below the third grade of elementary school, while those eligible for shorter-hours work for nursing care are employees with family members who require ongoing care for two weeks or more.
Life plan leave	Can be taken for a range of purposes, including refreshment at different stages of life, family caregiving, volunteering, recurrent learning, childcare, and fertility treatment.
Leave for accompanying a partner	A leave program for employees accompanying their partners on overseas assignments or similar transfers. Leave may be taken for up to six years.
Fertility treatment leave	If long-term leave is required for fertility treatment, employees can take up to one year of leave.
Support for childcare services	We provide an environment that enables employees to give birth, take leave, and return to work early with peace of mind through partnerships with employer-sponsored childcare facilities and other measures.

ⓘ Related webpage: NTT DATA Women's Advancement Support (japanese only)

Supporting Career Continuity

NTT DATA Group Corporation, NTT DATA Japan, and NTT DATA, Inc. (Japan), enhance programs and promote employee understanding and accessibility so that employees can balance childbirth, childcare, or caregiving with work and continue their careers with confidence.

Main Initiatives to Support Career Continuity

- Providing employees on childcare or caregiving leave with access to company information
- Providing a communication handbook that explains childcare and caregiving leave programs and supports employees in balancing work and family responsibilities
- Holding seminars on balancing work and caregiving
- Holding seminars on balancing work and childcare
- Holding three-way discussions to support career development for employees returning from childcare or caregiving leave
- Introducing the CARE La CARE support service for working caregivers

Empowering Diverse Talent

Initiatives for LGBTQ+ and Other Sexual Minorities

We respect diversity, including sexual orientation and gender identity, and promote LGBTQ+ initiatives globally to create workplaces where all employees can work with confidence and be themselves.

We designate Pride Month each June as an important global D&I event and hold activities worldwide. Taking account of each region's cultural background and social circumstances, we combine talks, employee voices, role-model profiles, and other activities to foster understanding of and empathy for LGBTQ+ people.

We also provide education and training to deepen understanding of diversity, including LGBTQ+ inclusion. Employee surveys assess whether people feel able to be themselves at work and whether diversity is respected, and the findings inform continuous improvement.

Initiatives at Group Companies outside Japan

- GISA, a Group company in Germany, has been certified as a PRIDE Champion by the UHLALA Group in recognition of its LGBTQ+ inclusion initiatives.

- In NTT DATA, Inc., we have strong global, regional, and local Global Inclusion Networks/Chapters with executive sponsorship and supported by cross-network collaboration. We leverage employee storytelling to surface diverse lived experiences and perspectives, which support our Pride Month campaigns and continuous storytelling on belonging at NTT DATA.

Initiatives in Japan

NTT DATA Group Corporation, NTT DATA Japan, and NTT DATA, Inc. (Japan), promote initiatives for LGBTQ+ and other sexual minorities as part of creating an environment in which diverse talent can succeed.

- Messages from executives
- Workplace learning sessions to promote understanding
- Establishment of consultation channels
- Annual LGBTQ+ Seminar
- NTT DATA Group guidelines on supporting LGBTQ+ as an “ALLY”
- Establishment of the ALLY Community (ERG) and promotion of employee-led community activities
- Since FY2018, expanded the application of all programs related to spouses and their families to same-sex and other partners
- Ongoing participation in Tokyo Pride as the NTT Group
- Established global guidelines for the use of the LGBTQ+ ALLY logo in June 2021 and promoted common initiatives worldwide
- Received the Gold rating in the Work with Pride Association’s PRIDE Index for nine consecutive years since 2017
- Shared interviews with employees who have come out as LGBTQ+ internally and externally

ⓘ Related webpage: Diversity, Equity and Inclusion

Initiatives Promoting the Employment and Advancement of Persons with Disabilities

We aim to be a company where diverse talent can contribute with confidence. Globally, we are creating fair workplaces where everyone can demonstrate their abilities, regardless of disability.

Initiatives at Group Companies outside Japan

To promote understanding, we provide the Disabilities in the Workplace Learning Experience e-learning program, which builds foundational understanding of disability. We also provide webinars and educational resources on accessibility, inclusive AI, and other topics, expanding opportunities for every employee to acquire practical knowledge.

As a global awareness initiative, we conduct a campaign focused on disability inclusion. The campaign fosters a corporate culture that respects diversity by sharing visual content created in collaboration with arts organizations.

To improve accessibility in daily work, we also provide resources that incorporate accessibility considerations, including e-learning materials and Microsoft Teams backgrounds. These resources help create a workplace where everyone can work comfortably in practice.

We also conduct surveys on disability inclusion to reflect employee feedback in our measures and understand current issues and needs. Based on the findings, we pursue continuous improvement and more advanced measures.

Initiatives in Japan

Through a range of initiatives, NTT DATA promotes workplace understanding and practical action. As of June 2026, the employment rate of persons with disabilities was 2.75%.

- June 2022: Formulated the NTT DATA Group Policy for the Advancement of People with Disabilities
- April 2024: Established consultation services
- July 2024: Produced the Reasonable Accommodation Handbook
- June 2025: Held a networking event for employees with disabilities
- December 2025: Held an event to mark the International Day of Persons with Disabilities, focusing on promoting understanding of disabilities and an inclusive society
  We also work with NTT DATA Daichi, a special-purpose subsidiary established in 2008, to create diverse employment opportunities for employees with disabilities.
- Employees with severe disabilities use remote work to perform IT-related work at locations across Japan
- Office services, including answering main telephone calls, long-term storage and management of internal documents, collection and shredding of confidential documents, production of employee IC cards, office cleaning, and disinfection
- IT services, including website maintenance and renewal, web accessibility assessments, design, server construction and maintenance, and data entry
- Agricultural operations (Nasu, Tochigi Prefecture)

NTT DATA Group Policy for the Advancement of People with Disabilities

Items	Details
Vision	Creating a company where people with disabilities and those around them can all thrive together
Targets for the employment rate of persons with disabilities	At least 2.5% by April 2024 and at least 2.7% by July 2026
Latest results	2.75% as of June 2026

Indicators and Targets

Indicators	Unit	FY2025 Results	FY2026 Targets	Medium- to Long-Term Targets	Scope*
Percentage of female managers (Japan)	%	14.0	20% in FY2030 (Japan)		③
Percentage of female leadership (overseas)	%	19.7	Continue monitoring with reference to industry standards to improve the ratio		

* ① NTT DATA Group Corporation, NTT DATA Japan, and NTT DATA, Inc. (Japan) / ② ① plus Group companies in Japan / ③ ② plus Group companies outside Japan / ④ NTT DATA Group Corporation / ⑤ NTT DATA Japan / ⑥ NTT DATA, Inc. (Japan) / ⑦ Group companies in Japan / ⑧ Group companies outside Japan

Health and Safety

Basic Policy

NTT DATA regards its people as its most important management resource. Ensuring an environment in which every employee can fully demonstrate their capabilities and continue contributing over the long term is essential. Based on this recognition, we regard creating workplaces where employees can continue working safely and in good physical and mental health as a key priority and promote a range of measures. As work environments diversify and long working hours and mental health become increasingly important issues, we position health and productivity management as part of our management strategy and continue to improve work styles and workplace environments. In addition to maintaining and promoting employee health, we emphasize safety including prevention of occupational accidents in the operation of data centers. We create healthy and safe work environments through measures such as hazard risk assessments, governance systems, and education and training.

Promotion System

Many of our employees engage in business activities across countries and regions worldwide. We believe it is important to implement optimal measures to ensure employee health and safety, taking into account the social environment, laws and regulations, and business characteristics of each country and region. At the same time, we regard basic policies and common issues concerning employee health and safety as important themes that should be addressed consistently worldwide. Based on this approach, regions and organizations collaborate through global management systems, including the Sustainability Committee, to advance these initiatives.

NTT DATA Group Corporation, NTT DATA Japan, and NTT DATA, Inc. (Japan), place employee safety as their top priority and strive to provide a safe working environment. Management, occupational physicians, and public health nurses from HR Headquarters lead initiatives to maintain and promote employee health, including mental health care, in cooperation with the health insurance union and individual workplaces. A key feature is that occupational physicians and public health nurses are assigned to specific workplaces, enabling them to provide detailed, tailored support based on the conditions of each workplace.

Occupational Health and Safety Management and Dialogue

Led by the Health and Safety Committee, we continue awareness activities and occupational health and safety measures aimed at zero work-related accidents. We also regularly exchange views with labor unions on health issues and use insights from actual workplaces to improve working environments.

Specific Initiatives

Promoting Health and Productivity Management

Global Initiatives

NTT DATA’s work environment was previously centered on office work, but has diversified in recent years as our business has expanded into areas including overseas data center operations. We recognize that the nature and impact of risks associated with occupational accidents are changing accordingly. Regardless of business scale, business activities, or work environment, we share the belief that human life must always come first. Based on this belief, we have established zero fatalities as a common global goal for occupational health and safety and are working together to foster a safety culture and reduce risks.

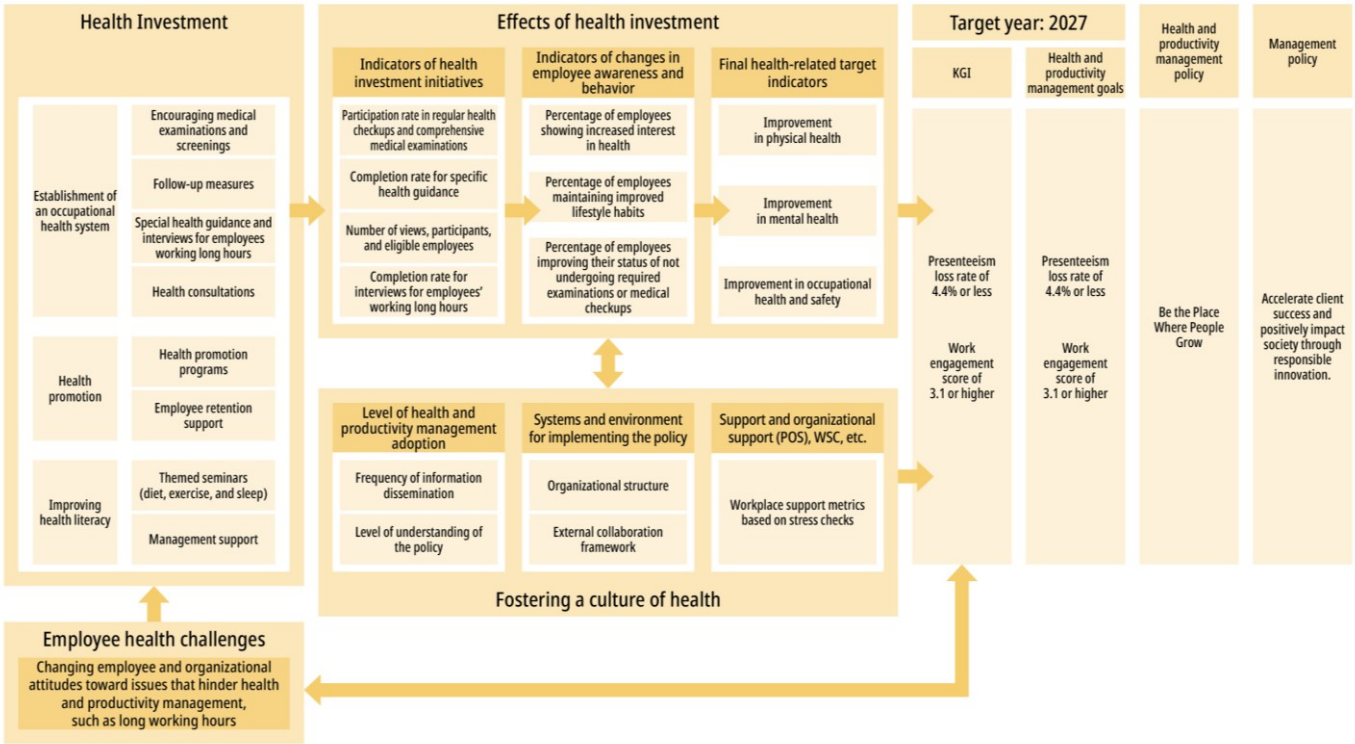
In Japan, many Group companies operate under the same legal system and have similar business characteristics. NTT DATA Group Corporation, NTT DATA Japan, and NTT DATA, Inc. (Japan), therefore actively share health and productivity management measures, operational know-how, and expertise in addressing issues with Group companies, and strengthen mutual collaboration to advance health and productivity management across NTT DATA. Six NTT DATA companies have been certified as White 500 organizations by Japan's Ministry of Economy, Trade and Industry and the Nippon Kenko Kaigi for their outstanding health and productivity management practices. In addition, 24 companies in NTT DATA have been certified as Health and Productivity Management Outstanding Organizations.

Initiatives in Japan

NTT DATA Group Corporation, NTT DATA Japan, and NTT DATA, Inc. (Japan), set medium-term and annual targets for health and productivity management and implement a range of measures. In FY2025, we updated the Health and Productivity Management Strategy Map and clarified the relationships among health issues, priority measures, and targets, further clarifying our approach to creating an environment where employees can continue working safely with motivation and vitality. One of our health priorities is to change attitudes toward employee and organizational health. In addition to raising individual health awareness, we are working to further foster a corporate culture in which health and safety are prioritized across individual organizations and the Company as a whole. We place particular emphasis on preventive measures centered on self-care and line care to address issues affecting employees' physical and mental health, including persistently long working hours. Through these initiatives, we aim to achieve the KGIs set out in our Health and Productivity Management Strategy Map for FY 2027: a presenteeism loss rate of 4.4% or less and a work engagement score of 3.1 or higher.

ⓘ Related webpage: Promotion of Health and Productivity Management

Health and Productivity Management Strategy Map (NTT DATA Group Corporation, NTT DATA Japan, and NTT DATA, Inc. (Japan))



Overview of Health Investment Items
(NTT DATA Group Corporation, NTT DATA Japan, and NTT DATA, Inc. (Japan))

Health Investment		Overview
Establishment of an occupational health system	Encouragement of medical examinations and screenings/ follow-up measures	· Introduced programs providing free comprehensive medical examinations for employees at milestone ages and older employees, as well as financial support for medical examinations for all employees · Encouragement to achieve a 100% participation rate in regular health checkups, including comprehensive medical examinations, and follow-up measures
	Specific health guidance and interviews with employees working long hours	· Providing specific health guidance in cooperation with the NTT Health Insurance Society and in-house public health nurses · Conducting interviews with employees who work more than 45 hours of overtime per month and implementing workload reduction measures as needed · Follow-up support for members of the long-hours work project
	Health consultations	· Providing health consultations for employees, primarily through healthcare professionals assigned to each workplace
Health promotion	Health promotion programs	· Creation and distribution of original exercise videos · Training by employee level, including programs for younger employees
	Employee retention support	· Providing programs that enable flexible work styles · Providing tailored support to employees and their workplaces through healthcare professionals, including during leave and when returning to work
Improving health literacy	Themed seminars (diet, exercise, and sleep)	· Providing monthly healthcare content for all employees
	Management support	· Providing management with information on employee health within the Company · Collaboration between healthcare professionals assigned to each workplace and workplaces and supervisors, including through Health and Safety Committees · Sharing the Company's health statistics and stress check results with workplaces and other relevant parties

Target Management and Monitoring of Total Working Hours

Long working hours have been an ongoing issue in the IT industry. NTT DATA Group Corporation, NTT DATA Japan, and NTT DATA, Inc. (Japan), have promoted reductions in total working hours throughout the Company under appropriate working time management.

Following the onset of the COVID-19 pandemic in FY2020, average total working hours per employee increased compared with FY2019, reaching 1,996 hours in FY2025. Average total working hours have remained broadly flat since FY2020. Multiple factors continue to affect the situation, including changes in work styles following the pandemic, increased workloads accompanying business expansion, and the growing difficulty of securing resources amid increased workforce mobility. Going forward, we will drive operational efficiency and productivity improvements through the use of AI and work to optimize total working hours.

Because persistently long working hours can significantly affect employee health, we work to prevent overwork by securely and promptly visualizing and sharing analyses of working-hour data and other relevant information through our BI platform (Tableau), and by raising awareness of appropriate working-hour management and work-style transformation through training programs by employee level and internal websites, thereby encouraging employees to reduce working hours. Since FY2023, each organization has set targets for average total working hours and monitored results against these targets on a quarterly basis. We will continue these efforts to reduce working hours.

Improving the Working Environment

Improving the Working Environment through Labor-Management Dialogue

Labor unions are organized at NTT DATA Group Corporation, NTT DATA Japan, and NTT DATA, Inc. (Japan), and labor and management engage in consultations as needed on matters affecting working conditions. Our basic approach is to emphasize labor-management dialogue and address issues through thorough discussions. For example, labor and management jointly review trends and conditions concerning working hours and health through the Safety and Health Promotion Committee, share issues, and identify necessary measures for improvement.

Managers are not eligible to join the labor union because they have management responsibilities. Excluding managers, the union membership rate is nearly 100%.

Enhancing and Encouraging the Use of Paid Leave

NTT DATA Group Corporation, NTT DATA Japan, and NTT DATA, Inc. (Japan), are taking company-wide measures to increase the rate of paid leave taken as part of promoting employee work-life balance. In FY2025, employees took an average of 15.3 days of paid leave, for a paid leave utilization rate of 78.9%.

Indicators and Targets

Indicators	Unit	FY2025 Results	FY2026 Targets	Medium- to Long-Term Targets	Scope*
Number of fatal accidents	Cases	0	0	Continuation of zero-case record	③

* ① NTT DATA Group Corporation, NTT DATA Japan, and NTT DATA, Inc. (Japan) / ② ① plus Group companies in Japan / ③ ② plus Group companies outside Japan / ④ NTT DATA Group Corporation / ⑤ NTT DATA Japan / ⑥ NTT DATA, Inc. (Japan) / ⑦ Group companies in Japan / ⑧ Group companies outside Japan

Human Rights

Basic Policy

Through human rights management across the value chain, NTT DATA promotes initiatives to prevent and mitigate adverse impacts on the human rights of stakeholders and provide appropriate remedy where necessary. As international expectations for companies to respect human rights increase, we position respect for human rights as a key priority and are strengthening our global response.

As a member of the NTT Group, we advance human rights management across the value chain in accordance with the NTT Group Human Rights Policy, which incorporates the principles of the United Nations Guiding Principles on Business and Human Rights (UNGPs). We continuously identify, prevent, mitigate, and remediate human rights issues across our business activities and supply chains in each country and region.

The NTT DATA Code of Business Ethics identifies respect for human rights as one of the common global standards of conduct. Together with the NTT Group Human Rights Policy, this code serves as a foundation for every employee to put respect for human rights into practice in business activities.

NTT Group Human Rights Policy

This policy supports international norms and explicitly outlines our approach to addressing key human rights issues that require particular attention from four perspectives.

Diversity and Inclusion

- Prohibition of discrimination
- Respect for freedom and rights
- Fairness in the workplace
- Issues of disparity and poverty

Healthy work in daily life (health management)

- Diverse work styles
- Freedom of association and collective bargaining
- Prohibition of forced labor and child labor
- Workplace safety
- Living wage
- Extensive benefit programs

Technology that is based on high ethical standards

- Technology
- Personal information protection
- Data bias
- Security
- Privacy

Appropriate expression, speech, and display

- Expressions in advertisements and displays
- Freedom of expression
- Accessibility

ⓘ Related webpage: NTT Group Human Rights Policy (full text)
ⓘ Related webpage: Mission and Values (NTT DATA Code of Business Ethics (P.9 “2.1 Respecting Human Rights”))

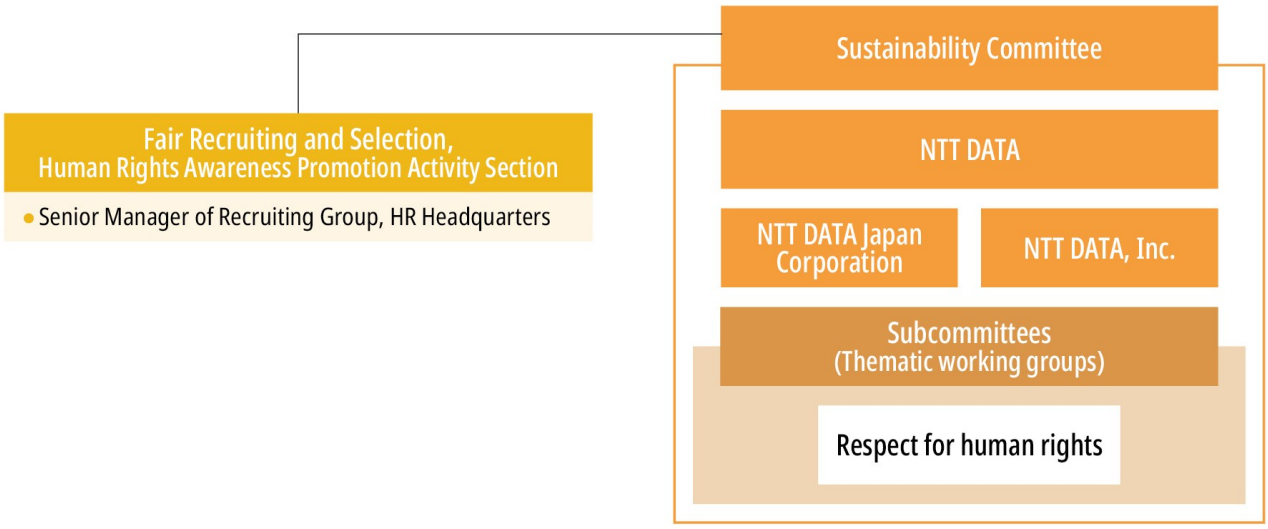
Promotion System

Company-wide Promotion System

Human rights initiatives are promoted primarily through the thematic working group on Respect for Human Rights established under the Sustainability Committee. The working group discusses improvement plans based on the findings of human rights due diligence and shares awareness-raising initiatives implemented at each location, thereby advancing human rights management across NTT DATA.

The outcomes of Subcommittee discussions are reported to the Sustainability Committee. By sharing an understanding of human rights issues and response policies at the management level, NTT DATA promotes coordination between operational practice and management.

System to Promote Human Rights Awareness



Integration with Risk Management

Human rights are an important element closely related to business ethics, which is one of the key risks identified in Company-wide risk management. The monitoring of control plans and the status of controls is also regularly reported to the Internal Control Committee, enhancing effectiveness from both sustainability management and risk management perspectives. We also use a checklist when making new investments to assess potential adverse impacts on human rights. We also identify human rights risks when expanding our business and making investment decisions, enabling us to take preventive measures.

Specific Initiatives

Enhancing Human Rights Due Diligence

Human Rights Due Diligence Framework and Activities

Based on the NTT Group's Human Rights Policy, we are advancing the identification, prevention, mitigation, and remediation of human rights issues globally through our human rights due diligence process. Based on the UNGPs, NTT DATA continuously assesses conditions within the organization and checks for adverse human rights impacts.

Approach to Human Rights Due Diligence

Based on the UNGPs, we use a risk-based approach that considers the severity and likelihood of human rights impacts to identify and prioritize salient human rights issues.

In FY2025, in preparation for the Corporate Sustainability Due Diligence Directive (CSDDD), we reviewed and enhanced the scope and assessment methodology of our human rights due diligence. For the three-year period from FY2025 through FY2027, we established a cycle to comprehensively identify, assess, and continuously monitor human rights risks. The scope covers global regional companies and business units; all Group companies in Japan with 50 or more employees; and all Group companies in high-risk countries and regions selected using external indicators such as the Global Slavery Index and ILOSTAT, taking account of the potential and actual human rights impacts of our business characteristics and activities.

Identifying and Prioritizing Salient Human Rights Issues

We prioritize human rights risks based on business and regional characteristics and the severity and likelihood of human rights violations. In FY2025, we strengthened our response across the organization, focusing particularly on the following areas.

Salient Human Rights Issues	Key Responses
Occupational health and safety and appropriate working environment	Verify the implementation and effectiveness of corrective measures for risks identified through the Self-Assessment Questionnaire (SAQ)
Procurement practices (supplier management)	Share best practices among Group companies through thematic working groups (subcommittees) Conduct sustainability due diligence, including on human rights, for suppliers to identify and manage risks
Forced labor and child labor	Conduct human rights risk assessments through the design and operation of the SAQ, which identifies forced labor and child labor risks as red flags, and through the identification of high-risk areas
Human rights risks in data center and AI-related businesses	Assess the implementation of human rights management through enhancements to the SAQ and individual interviews, while promoting awareness-raising initiatives on human rights issues based on business characteristics
Harassment and discrimination	Implement and strengthen workshops to foster a workplace culture that prevents harassment, as well as training programs on harassment prevention

Human Rights Risk Assessment and Response

The Self-Assessment Questionnaire (SAQ) used in human rights due diligence is designed around the priority human rights themes defined in the NTT Group Human Rights Policy. We analyze and evaluate two dimensions: risk based on the occurrence of human rights–related incidents and vulnerability based on the status of human rights risk management and remediation systems.

In FY2025, we redesigned and enhanced the SAQ so that risk identification more appropriately reflects NTT DATA's business characteristics. Specifically, the questionnaire branches according to whether a company operates a data center–related business or an AI-related business and according to its business model, enabling assessments tailored to the characteristics and risks of each business. We also introduced a mechanism that identifies risks potentially leading to severe human rights violations, such as child labor and forced labor, as red flags requiring priority management. When no response has been taken or the response status cannot be sufficiently confirmed, the matter is reviewed individually even if the overall assessment does not classify it as high risk. This enables the early identification and prioritized treatment of potentially severe risks and strengthens processes linking findings to prevention, mitigation, and remediation.

As a result of the human rights due diligence conducted in FY2025, no high-risk issues were identified. However, occupational health and safety and appropriate working environment were identified as relatively high-risk areas and classified as medium risk.

Responding to Salient Human Rights Issues

Occupational Health and Safety and Appropriate Working Environment

Because risk assessments at the companies concerned indicated a relatively high incidence rate for occupational health and safety and appropriate working environments, we conducted detailed reviews of incidents over the past three years, their scope of impact, and the implementation of corrective and recurrence-prevention measures. We confirmed that appropriate corrective action and necessary recurrence-prevention measures had been taken for every incident reviewed and determined that no significant residual risk currently remained.

NTT Global Data Centers, a Group company, has also introduced the Zero Harm program as part of this initiative. The Zero Harm program is a core element of NTT Global Data Centers' HSE and ESG framework, reinforcing the principle that all incidents are preventable and that employee safety and well-being are fundamental rights.

In FY2025, Zero Harm was deployed through a phased regional rollout, ensuring consistent global standards while aligning with local regulatory requirements and strengthening accountability at all levels. Leadership expectations were embedded across the organization, with visible engagement, safety-led decision-making, and clear governance accountability. All employees are empowered through stop work authority, reinforcing the right and responsibility to intervene where unsafe conditions exist. We further strengthened early risk identification and prevention by promoting hazard identification and near-miss reporting and fostering a workplace culture in which

employees feel able to speak up. The global HSE management system was further strengthened and standardized in line with ISO 45001 principles, improving consistency across incident management, risk assessment, and contractor safety. Overall, Zero Harm continues to strengthen safety culture maturity, leadership accountability, and workforce empowerment, supporting operational resilience, employee protection, and sustainable performance, which is demonstrable through continued declining incident rates.

Switch on to Zero Harm, The high risk activity check list



Procurement Practices (Supplier Management)

Although procurement practices (supplier management) were not classified as medium risk, they were identified as an area of relatively high concern in the vulnerability assessment, and we are therefore strengthening initiatives to reduce human rights risks in the supply chain. As part of this effort, we selected advanced initiatives implemented by Group companies in Germany, the United Kingdom, North America, and South Africa as best practices and shared these examples in the thematic working group. This strengthens our ability to address human rights risks across the value chain, including the supply chain, and reinforces preventive management systems.

Human Rights Risks in AI-Related Businesses

As part of expanding the scope of human rights due diligence, we also included Group companies outside high-risk countries and regions. Based on the number of employees and sales scale, we conducted individual interviews with 10 major Group companies in the United Kingdom, Spain, Italy, Belgium, and Denmark that were identified as having a relatively high impact on human rights through their business activities. The interviews covered their human rights management systems and the occurrence of and response to incidents. In the interviews, we also assessed each company’s human rights risk management framework, prevention and mitigation measures, and remediation processes, as well as its response to potential risks associated with AI-related businesses. As a result, no significant actual human rights risks were identified at this time. The interview findings were shared with the respective companies through the thematic working group and used to facilitate cross-Group collaboration and discussion on initiatives to mitigate human rights risks and strengthen governance in AI-related businesses.

Promotion of Human Rights Awareness

We conduct global education and awareness-raising initiatives based on the risks and issues identified through human rights due diligence, with the aim of deepening understanding of salient human rights issues and our human rights policies and preventing and mitigating human rights risks. These activities are positioned as preventive measures based on a risk-based approach, with priority themes established in light of changes in business characteristics and societal expectations.

The global compliance training raises awareness of and promotes understanding of the basic principles concerning respect for human rights and our responsibilities as a company set out in the NTT DATA Code of Business Ethics. In Japan, based on the results of the FY2024 human rights due diligence, we held learning sessions and conducted workplace discussions on the themes of “rights of indigenous peoples and local communities” and “appropriate expression, speech, and display.”

The rights of indigenous peoples and local communities have been designated as a priority theme based on the need to strengthen our response identified through human rights due diligence, as well as their relevance to data center–related businesses. With regard to appropriate expression, speech, and display, we promoted understanding of human rights issues that could arise from the use of AI, including discrimination and bias, privacy, and freedom of expression, in light of the expansion of AI-related businesses and growing societal expectations, and worked to prevent and mitigate potential adverse human rights impacts.

We also continue to conduct workplace culture workshops, a human rights slogan contest, training by employee level, and other initiatives described below, while working to raise employee awareness of human rights through measures such as issuing the Guidelines for Appropriate Expression.

Furthermore, the regional headquarters covering Spain, Portugal, and Latin America have published their Human Rights Policy on their websites and have promoted awareness among executives and employees through a Human Rights training and other communication materials. The Human Rights training was designed to build awareness of the company’s responsibility to respect human rights and to support the identification, prevention, and mitigation of potential human rights impacts across its operations and value chain. The training covers internationally recognized human rights standards, human rights due diligence, and risk management principles.

Through these initiatives, we deepen understanding of respect for human rights throughout the Group and translate this understanding into practice in business activities and across value chains in each country and region. We will continue enhancing education and awareness activities addressing salient human rights issues, informed by human rights due diligence findings and dialogue with stakeholders.

Training Conducted in FY2025

	Japan	Global
Program/ Content	・Human rights awareness sessions: Workplace discussions for domestic Group employees on “the rights of local communities” and “appropriate expression, speech, and display” (approximately 38,000 employees) ・Harassment training/workplace culture workshops, etc.: Conducted for Group company executives, senior managers, and managers and deputy managers to raise awareness and promote behavioral change aimed at fostering workplaces where harassment is less likely to occur (approximately 8,300 employees) ・Human rights slogan contest (approximately 1,300 employees) and training by employee level (approximately 3,100 employees)	・Inclusion and belonging training: Training designed to promote inclusion in the workplace, covering topics such as unconscious bias, neurodiversity, and allyship (North America) ・Human rights training: Human Rights training designed to build awareness of the company’s responsibility to respect human rights and to support the identification, prevention, and mitigation of potential human rights impacts across its operations and value chain. The training covers internationally recognized human rights standards, human rights due diligence, and risk management principles. (regional headquarters for Spain, Portugal, and Latin America).
Number of participants	Approximately 100,500 per year (total)	Approximately 241,000 per year (total)

Creating Harassment-Free Workplaces

As part of efforts to prevent and mitigate human rights risks identified through human rights due diligence, we have strengthened our harassment prevention initiatives since FY2024 to create workplaces where power harassment, sexual harassment, and customer harassment are less likely to occur. Following workshops for

directors and senior executives in FY2024, we held workplace culture workshops for department heads and management at Group companies in FY2025. We also provided training for managers and deputy managers on key points to keep in mind in their daily work to prevent harassment, while emphasizing the importance of effective guidance. Rather than treating harassment prevention awareness and education as stand-alone measures, we position them as important initiatives supporting the effectiveness of human rights management as a whole.

We ensure compliance with harassment-related laws and regulations in each country and region and operate these measures as preventive and corrective actions informed by risks identified through human rights due diligence. We aim to ensure consistent standards for harassment prevention across the Group while promoting continuous improvement and creating workplaces where employees can work with confidence through training and awareness activities tailored to the laws and circumstances of each region.

Compliance with Human Rights Laws (Addressing Modern Slavery)

NTT DATA ensures compliance with human rights laws and regulations in the countries and regions where it operates and advances respect for human rights in line with international human rights standards. We continuously monitor regulatory developments in each country and region and reflect them in enhancements to human rights due diligence and governance.

In response to the United Kingdom's Modern Slavery Act 2015 and Australia's Modern Slavery Act 2018, we prepare and publish statements on preventing modern slavery and human trafficking. The statements disclose initiatives relating to governance, human rights due diligence, human rights risk assessment, supply chain management, education and awareness, and consultation and reporting channels (grievance mechanisms), and describe our efforts to reduce risks in business activities and supply chains.

NTT DATA will continue to enhance its human rights due diligence and grievance and remediation mechanisms in accordance with applicable national laws, while promoting the prevention of modern slavery and respect for human rights globally.

ⓘ Related webpage: Modern Slavery & Human Trafficking Statement FY24

Governance of Suppliers

For human rights management in the upstream supply chain, we deploy the NTT DATA Group Guidelines for Sustainability in the Supply Chain and promote suppliers' understanding of key sustainability matters, including human rights.

NTT DATA, Inc., has introduced a third-party risk management process and conducts supply chain reviews focused on human rights. Specifically, NTT DATA, Inc., collects and reviews suppliers' modern slavery statements to assess their responses to modern slavery. NTT DATA, Inc., also assesses responsible mineral sourcing for manufacturers, including their membership in the Responsible Business Alliance.

Human Rights in the AI Era

To realize a truly human-centered society in which people and AI coexist, we use the NTT Group AI Charter as a guiding framework and promote the use of AI with respect for human rights and consideration for diversity.

Reference page: Prosperity positive "Enhancing AI Governance"

ⓘ Related webpage: NTT Group AI Charter

Dialogue with Stakeholders

We participate in external organizations including the Industrial Federation for Human Rights, Tokyo; Business for Social Responsibility (BSR); and the United Nations Global Compact to continuously monitor international expectations, regulatory developments, and leading practices and apply them to enhance human rights management and governance. The knowledge obtained through dialogue and cooperation with these external

stakeholders is used to improve human rights due diligence, human rights risk assessment, awareness activities, and value chain management.

In FY2025, as part of enhancing human rights due diligence, we participated in dialogue with Walk Free, an Australian international NGO working to eradicate modern slavery. Through dialogue with Walk Free, we reviewed our human rights due diligence process design and methods for identifying high-risk areas. In the FY2025 risk assessment, we used Walk Free's Global Slavery Index to analyze countries, regions, and industries with high risks of forced labor and modern slavery. This strengthened prioritization under a risk-based approach considering severity and likelihood and informed focused monitoring and preventive and mitigating measures for high-risk areas.

We also meet regularly with Nishimura & Asahi (Gaikokuho Kyodo Jigyo) and receive expert advice on human rights management and due diligence from the perspective of compliance with hard-law requirements, including the EU's mandatory human rights due diligence legislation. This gives us timely, accurate information on overseas laws, particularly amid active moves toward deregulation, and supports discussion of potential human rights risks associated with NTT DATA's business characteristics, including data center operations and AI use, as well as effective responses to actual cases.

We regularly share information and hold dialogue on our human rights management initiatives with labor unions, which are internal stakeholders and employee representative organizations. In FY2025, when implementing harassment prevention training, we explained its purpose, outline, and necessity and obtained the understanding and cooperation of labor unions. Insights gained through dialogue with rights holders and stakeholders are reflected in reviews of human rights due diligence, awareness measures, value chain management, and improvements to consultation and reporting channels (grievance mechanisms). We are implementing effective human rights management that extends beyond internal operations and strengthening and improving our response to international human rights expectations.

Indicators and Targets

Indicators	Unit	FY2025 Results	FY2026 Targets	Medium- to Long-Term Targets	Scope*
Implementation and integration of human rights due diligence	%	Fully completed as planned for FY2025 (100%)	100% implementation of human rights due diligence in high-risk countries and at high-risk sites		③
Establishment of grievance mechanisms	-	Gap analysis against international standards completed	Establish a grievance mechanism compliant with CSDDD*2 requirements		

*1 ① NTT DATA Group Corporation, NTT DATA Japan, and NTT DATA, Inc. (Japan) / ② ① plus Group companies in Japan / ③ ② plus Group companies outside Japan / ④ NTT DATA Group Corporation / ⑤ NTT DATA Japan / ⑥ NTT DATA, Inc. (Japan) / ⑦ Group companies in Japan / ⑧ Group companies outside Japan

*2 Corporate Sustainability Due Diligence Directive

Digital Accessibility

Basic Policy

IT is an important means of accessing basic needs such as education, food, and medical care. The digital divide poses a threat because it affects people's opportunities to access information and services. NTT DATA therefore positions improving digital accessibility in society as one of our materiality.

We work to improve digital accessibility in society not only by providing technology but also by delivering user-friendly services designed from the user's perspective. Through the provision of IT services that support access to basic needs, implementing user interfaces (UI) and universal design (UD) that advance digital inclusion, and efforts to improve IT literacy, we aim to realize a society in which everyone can thrive through the use of digital services. We integrate service improvement through co-creation with customers, advancement of our system design and verification, IT education, and social contribution activities. Alongside improving access to public services and essential infrastructure, we seek to create medium- to long-term social impact through support for education and society.

Promotion System

Led by the Sustainability Innovation Headquarters, we work with relevant internal departments, Group companies in Japan and overseas, and other NTT Group companies to promote social contribution activities and social value–oriented businesses. Rather than treating social issues through one-off donations or events, we emphasize creating sustained social impact through both business and social contribution activities. We provide relevant solutions, advance our own system design and implementation capabilities, and promote social contribution activities such as science, technology, engineering, arts, and mathematics (STEAM) and IT education. Through dialogue with stakeholders including NPOs/NGOs, local communities, and customers, we identify social issues and connect them with initiatives that utilize our strengths to improve digital accessibility.

Specific Initiatives

Contributing through Co-Creation with Customers

Accessible by Design Framework

The Accessible by Design Framework, developed by NTT DATA's regional headquarters for Spain, Portugal, and Latin America, is a comprehensive initiative designed to improve the accessibility of digital services. It integrates maturity models, automated verification tools, manual validation and technical remediation, participatory research involving people with disabilities, and awareness and technical training into a unified framework. The initiative also supports compliance with the European Accessibility Act (EAA) while promoting inclusive innovation and can be applied across different regulatory environments, including international accessibility standards and regulations.

By embedding digital accessibility from the earliest stages of the digital development life cycle, including requirements definition, functional specification, and design phases, the framework enables organizations to build more usable and inclusive digital services from the outset, rather than relying on costly remediation after deployment. It serves as a leading example of how accessibility can drive measurable business impact, enhance customer experience, and create sustainable competitive advantage.

Electronic Certificate Service for Android Smartphones

The “Electronic certificates on Android smartphones on-board service*,” commissioned by Japan’s Digital Agency and developed by NTT DATA, enables My Number Card holders to access services available with their My Number Card and complete the necessary procedures using only their smartphones. The service makes everyday procedures more convenient, including logging in to the Mynaportal, checking medication, medical expense records, and pension records, completing moving-related procedures, and obtaining various certificates.

The service incorporates various accessibility considerations including a UI designed to be usable by individuals who have difficulty distinguishing colors and by users with visual impairments through screen-reader functionality. Following the service’s launch in 2023, the number of Android electronic certificate holders reached approximately 570,000 by March 2026, and usage continues to expand.

* From the autumn of 2026, the name of the service is expected to be changed to “Electronic certificates on Android smartphones on-board service.”

Notes:
1. Since April 1, 2025, the Digital Agency has taken over responsibility for feature enhancements and maintenance of the user application for this service (the Mynaportal App).
2. The “My Number Card on iPhone” service was also launched on June 24, 2025. The user application for “My Number Card on iPhone” was developed by the Digital Agency, which is responsible for adding functions and for its operation and maintenance.

Supporting Working Caregivers in Balancing Work and Caregiving

In Japan, a growing number of working caregivers face challenges in balancing work and caregiving. By connecting services and data provided by non-insurance service providers and delivering the support they need, NTT DATA contributes to helping working caregivers balance work and caregiving while simultaneously promoting corporate diversity.

These initiatives represent both new value co-created to address social issues related to caregiving and the practical implementation of digital accessibility by delivering necessary information and services to those who need them.

Reference page: Introduction “CARE La CARE– Supporting Both Work and Care”

NTT DATA’s Initiatives

NTT DATA promotes social contribution activities that address the social issues and needs of each region, globally. We undertake many initiatives, and for more on these initiatives please also refer to our Sustainability Report Case Book.

ⓘ Related webpage: NTT DATA Sustainability Report Case Book

Impact360: A Sustainable Talent Development and Employment Creation Program Shaping the Future of Communities and Young People

In South Africa, social challenges such as youth unemployment and regional disparities have increasingly restricted access to education and employment opportunities. Merchants SA (Pty) Ltd has launched Impact360, an integrated program designed to create an environment where everyone can access skills development and employment opportunities through its BPO business. Under this initiative, talent development hubs are established in rural areas and townships, providing structured training programs in digital and professional skills while offering continuous support from learning through to employment. By doing so, the program creates both learning and employment opportunities for young people who have traditionally faced limited access to education and jobs, while also contributing to the development of localized economic ecosystems. To date, one of the Impact360 demand-led development projects has provided learning opportunities to more than 3,200 young people, with more than 1,800 successfully securing employment. Looking ahead, with an annual target of 10,000 throughput overall, the program aims to equip 50,000 young people with skills by 2030 and is steadily building a sustainable talent development infrastructure within local communities.

In addition, by leveraging digital technologies, Impact360 enables flexible, location-independent working arrangements. This contributes to reducing greenhouse gas emissions associated with commuting as well as

lowering the environmental impact of business operations. Through creating employment opportunities for young people and promoting social inclusion, the initiative supports community development while serving as a sustainable model that integrates talent development with job creation, generating a positive and self-reinforcing cycle rooted in local communities.

Brighter Futures: Technology Workshop

NTT DATA Business Solutions UK&I's Brighter Futures technology workshops work with local schools in disadvantaged communities to introduce children to the world of technology and broaden their future possibilities. The program has reached out to more than 800 students and has helped them form career aspirations through interaction with our employees.

The initiative serves as an example of how to bridge the digital divide in local communities while creating learning opportunities for the next generation.

Next-Generation IT Education Initiatives

To cultivate IT talent for the next generation, NTT DATA provides a wide range of IT education opportunities globally, from preschool and elementary school through middle school and high school. In Japan, NTT DATA is expanding the talent base that supports the digital society through initiatives including NTT DATA Academia, information technology classes for middle school students, and STEM career education support for female students.

In FY2025, through SENSEI Yononaka-gaku initiative, which provides information technology classes for junior high school students, we contributed to the development of more than 18,649 students at 188 schools. NTT DATA Academia is also expanding learning opportunities, including collaboration with Expo 2025 Osaka, Kansai, Japan.

NPO/NGO Support

In collaboration with the Japan NPO Center, NTT DATA advances the NPTech Initiative, which contributes to solving social issues by providing seminars and IT training sessions for NPOs and NGOs. By leveraging employees' expertise to provide technical support in the fields of IT, we help NPOs and NGOs improve their IT skills and literacy. Through this initiative, online study sessions recorded approximately 465 organizational participations over the three years from FY2023 through FY2025.

Panasonic also endorsed and joined the initiative in FY2026. Through these efforts, we support NPOs and NGOs while also deepening NTT DATA's own understanding of social issues.

ⓘ Related webpage: NTT DATA Sustainability Report Case Book

Indicators and Targets

Indicators	Unit	FY2025 Results	FY2026 Targets	Medium- to Long-Term Targets	Scope*
Number of people outside the Group impacted by NTT DATA's related solutions and social contribution activities, such as STEAM and IT education	Persons	Monitor social impact	Monitor social impact		③

* ① NTT DATA Group Corporation, NTT DATA Japan, and NTT DATA, Inc. (Japan) / ② ① plus Group companies in Japan / ③ ② plus Group companies outside Japan / ④ NTT DATA Group Corporation / ⑤ NTT DATA Japan / ⑥ NTT DATA, Inc. (Japan) / ⑦ Group companies in Japan / ⑧ Group companies outside Japan



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Basic Policy / Promotion System / Specific Initiatives

Corporate Governance

Basic Policy

NTT DATA conducts Group management in accordance with the following Basic Policy on Group Governance, based on the principles of ensuring transparency and soundness in management, achieving appropriate and swift decision-making and business execution, and maintaining rigorous compliance.

Basic Policy on Group Governance

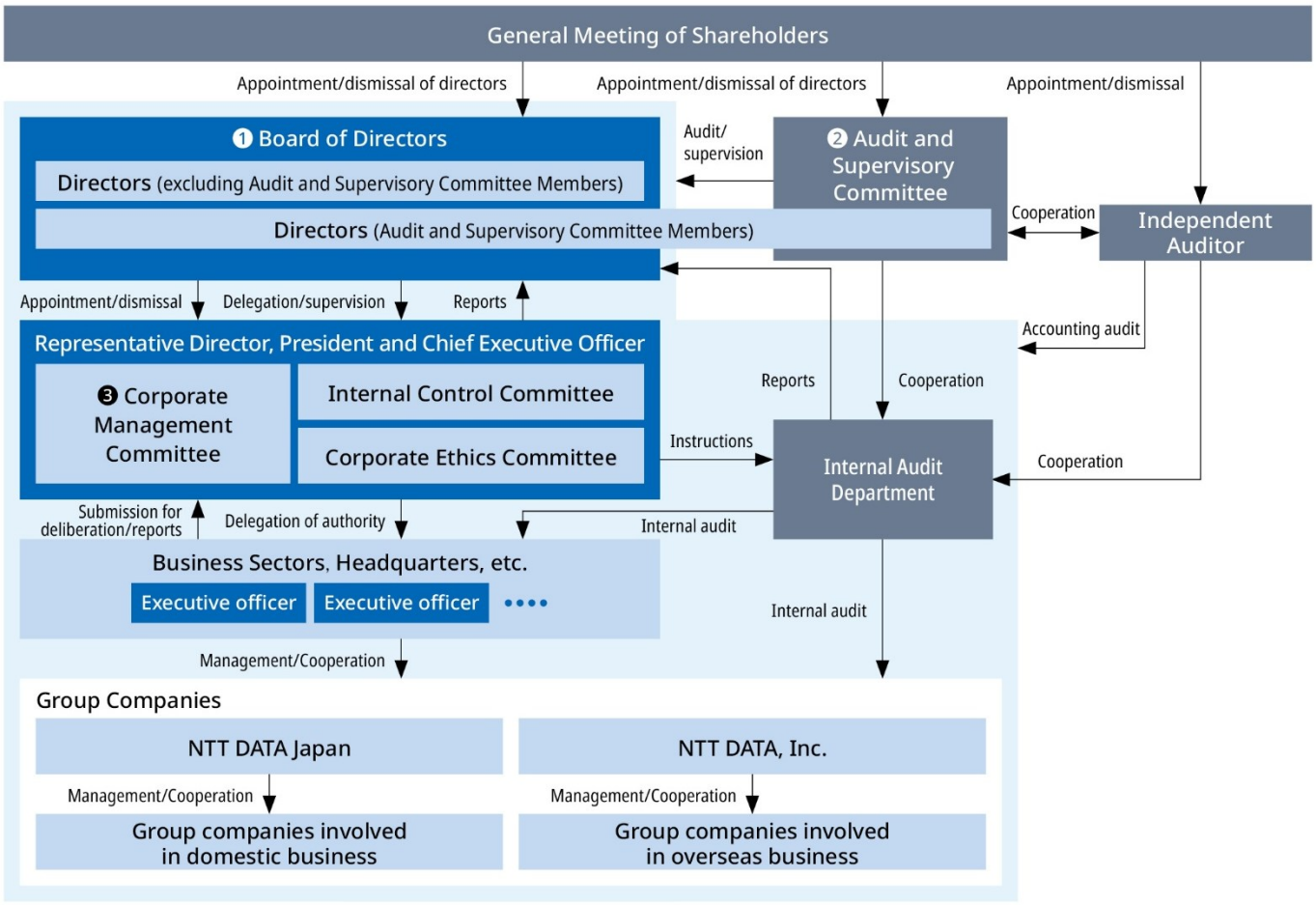
While each operating company within the Group conducts its business autonomously and independently, we appropriately allocate authority to each company to enable integrated business operations across the Group. We have also established global standard processes to ensure appropriate control over the exercise of that authority and are developing supervisory functions that are independent from executive functions.

1. Appropriate Delegation of Authority: Delegate authority to NTT DATA, Inc., and NTT DATA Japan to enable agile business operations, while retaining at NTT DATA Group Corporation authority over the operating companies' overall strategies, business plans, officer appointments, and other matters.
2. Establishment and Operation of Global Standard Processes: Standardize management processes across NTT DATA Group Corporation, NTT DATA, Inc., and NTT DATA Japan on a global basis. Clarify the roles and responsibilities of each company and establish mechanisms for efficient supervision and control through monitoring and audits while maintaining agility in execution.
3. Establishment of Supervisory Functions Independent from Executive Functions: Establish boards of directors and other bodies at NTT DATA, Inc., and NTT DATA Japan, including officers dispatched by NTT DATA Group Corporation, thereby developing governance systems for their respective subsidiaries.

Promotion System

- Adopted the organizational structure of a company with an Audit and Supervisory Committee, having determined that it would be effective in further strengthening the supervisory function of the Board of Directors and corporate governance
- Established a General Meeting of Shareholders, a Board of Directors, and an Audit and Supervisory Committee as the Company's corporate bodies
- Established a Corporate Management Committee to accelerate decision-making in business execution

Corporate Governance Structure of NTT DATA



Meetings	Composition*1	Frequency	FY2025 Results	Details
① Board of Directors	11 directors (including six outside directors)	Once a month in principle Extraordinary meetings held as necessary*2	18 times	Oversight and decision-making on matters prescribed by law and other important management issues; discussion of strategic management matters
② Audit and Supervisory Committee	Four Audit and Supervisory Committee Members (all four are outside directors)	Once a month in principle	21 times	Decision-making on audit policies, plans, methods, and other important matters related to audits
③ Corporate Management Committee	President and CEO, Senior Executive Vice President, Executive Vice Presidents, and heads of other relevant key organizations (11 members)	Once a month in principle	24 times	Smooth and prompt decision-making and supervision concerning the Group's business operations (one director who is an Audit and Supervisory Committee Member also participates to enhance the transparency of decision-making)

*1 Membership as of the end of FY2025
*2 From FY2026, eight meetings a year in principle (including two meetings for strategic discussions)

Director Remuneration

Remuneration for Directors

Remuneration for individual directors consists of fixed remuneration and performance-linked compensation (short term and medium to long term).

		Fixed Remuneration	Performance-Linked Compensation	
			Short Term	Medium to Long Term
Directors Who Are Not Audit and Supervisory Committee Members	Internal	● (50%)	● (30%)	● (20%)
	Outside	● (100%)	—	—
Directors Who Are Audit and Supervisory Committee Members		● (100%)	—	—

Note: For the Representative Director, President and Chief Executive Officer, the ratio of fixed remuneration to short-term performance-linked compensation to medium- to long-term performance-linked compensation is 40%:35%:25%.
Fixed Remuneration: Monthly fixed remuneration paid based on the scope of the role and responsibilities associated with each position
Performance-Linked Compensation (Short Term): Bonuses determined in consideration of the Company's performance during the relevant fiscal year and paid in June each year
Performance-Linked Compensation (Medium to Long Term): Consists of the acquisition of shares in NTT, Inc., through the NTT Directors Shareholding Association and stock-based compensation

Performance Indicators for Bonuses

Financial targets and other indicators set out in the medium-term management plan are used as performance indicators.

For FY2026, the indicators set out in the medium-term management plan will be used as the performance indicators for bonuses.

Categories	Performance Indicators	FY2025	FY2026
Financial indicators	EBITDA	Year-on-year improvement and achievement of planned targets	Year-on-year improvement and achievement of planned targets
	Operating profit		
	Overseas operating profit margin	Achievement of planned targets	—
	ROIC		Achievement of planned targets
	Capital expenditures	—	
Sustainability indicators	GHG emissions	Achievement of planned targets	Achievement of planned targets
	Customer engagement	—	Year-on-year improvement
	Employee engagement rate	Year-on-year improvement	Achievement of planned targets
	Percentage of new female managerial appointments	Achievement of planned targets	

Risk Governance

Basic Policy and Promotion System

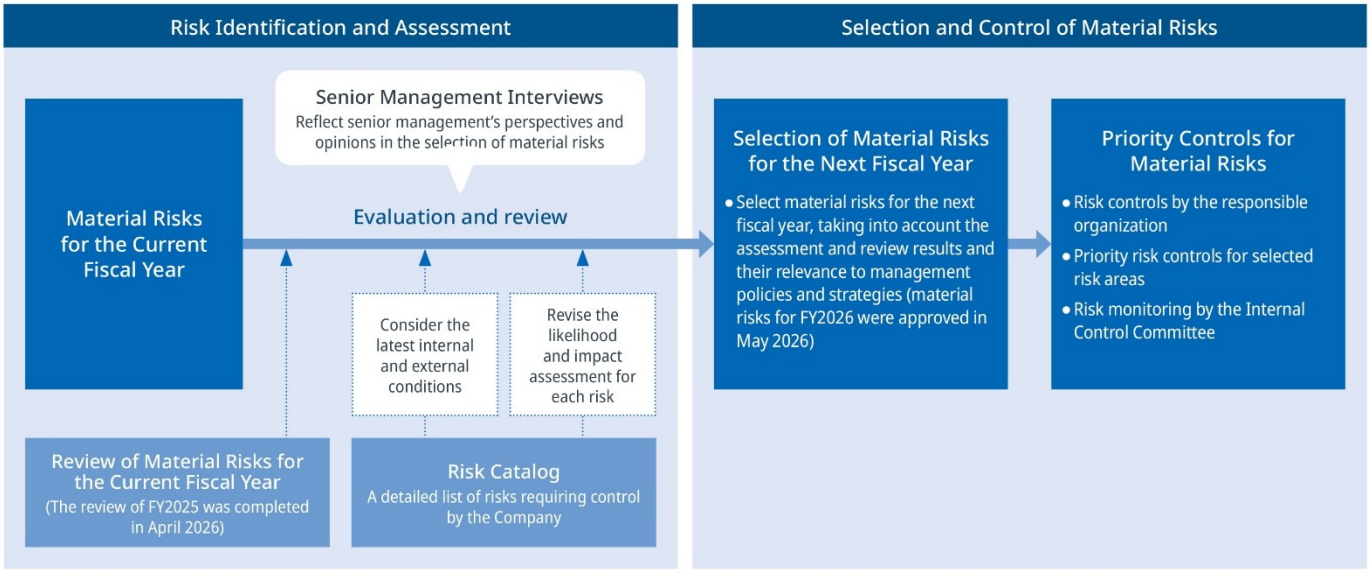
To support sound growth across the Group and limit and mitigate the impact of risks on management, we have established a Risk Management Policy that defines matters to be addressed in a standardized manner globally. Based on this policy, we have appointed an officer to oversee and promote risk management across the Group and established a risk management division. Major Group companies also appoint Chief Risk Officers (CROs), and the Group works together to develop its risk management system.

As part of our Group risk management framework, we have established a system under which Group companies promptly report matters that could significantly affect Group management, including crises. This enables a prompt response when risks materialize.

Selection and Control of Material Risks

The Board of Directors selects as material risks those that could significantly affect the achievement of the Group's business plans or the foundations of its operations. The Group also promotes priority control activities. The Internal Control Committee regularly monitors the status of these controls, verifies their effectiveness, and recommends improvements. In addition, a full-time Audit and Supervisory Committee Member gains an understanding of the risks facing us by attending meetings of the Internal Control Committee and the Board of Directors, identifies specific risks through interviews with each division, and discusses matters relevant to business operations with the relevant divisions.

Material Risk Selection and Control Process (Conducted in the Second Half of Each Fiscal Year)



FY2026 Material Risks

We have selected the following as material risks for FY2026.

Material Risks	Category	FY2026 Material Risks	
Material risks Risks that could significantly affect the achievement of the Group's business plans or the foundations of its operations	**1. Risks related to implementation and promotion of management strategies** Risks for which the controls focus on ensuring the effective execution and promotion of strategies addressing management challenges.	Business and Operational Transformation Driven by the Advancement of AI and Other Technologies	New AI Native Offerings
			"AI Inside" Existing Offerings
			"AI Inside" Our Business Offerings
		Adaptation to Changes in the Market and Competitive Environment	
		Ensuring Technology Safety and Reliability (AI Governance, etc.)	
		Technology and Intellectual Property Strategy	
		Investment / M&A / Capital Investment	
		Human Resource Management	
	2. Risks Related to Business Activities Risks arising primarily in day-to-day operations and controlled mainly through frontline control activities	Information Security	
		System Development	
		System / Service Operations	
		Supply Chain	
		Corporate Ethics	
	3. Risks Related to the External Environment Risks arising from causes outside the Group, for which controls focus on mitigating impacts if they materialize	Large-Scale Disasters, Accidents, Terrorism, and Pandemics	
		Geopolitics	
		Regulatory Response	
		Foreign Exchange / Interest Rate Fluctuation, Inflation	
		Climate Change	

Internal Control

To establish an internal control system and promote risk management, we hold meetings of the Internal Control Committee four times a year in principle. The Committee is chaired by the Executive Officer in charge of Corporate Affairs, and its members comprise the heads of relevant corporate organizations and Chief Risk Officers (CROs) of Group companies in Japan and outside Japan. The Committee reports its proceedings to the Board of Directors.

We have also established an Internal Audit Department that conducts audits independently of operational divisions.

Corporate Ethics and Compliance

Basic Policy

To foster awareness of corporate ethics and compliance and respond to recent changes in the business environment, we have established the NTT DATA Code of Business Ethics as the fundamental standard for the day-to-day conduct of every employee across NTT DATA. We are advancing initiatives to prevent compliance risks from arising by embedding this Code throughout the Group and putting it into practice.

ⓘ Related webpage: Mission and Values

Promotion System

To enhance corporate ethics and reduce and prevent compliance risks such as violations of laws and regulations, we designate compliance risk as a material risk requiring attention across the Group globally. The Corporate Ethics Committee implements and monitors company-wide measures. The Corporate Ethics Committee, chaired by the Executive Officer in charge of Corporate Affairs and composed of the heads of organizations related to corporate ethics and other members, meets twice a year in principle (four meetings are planned for FY2026) and reports its proceedings to the Board of Directors.

In addition, we seek to strengthen compliance by establishing a compliance program to deter, detect, and respond to compliance risks and by continuously evaluating and improving the program.

Reference page: Corporate Governance

Specific Initiatives

Conducting Compliance Risk Assessments

We conduct compliance risk assessments at all Group companies outside Japan to assess how effectively the compliance framework has been embedded and to raise awareness. These compliance risk assessments are conducted using a questionnaire covering bribery and other topics. We conduct individual interviews with Group companies considered to present higher risk to gain a more detailed understanding of their control status and use the findings to strengthen the compliance program in the following fiscal year.

Promoting Compliance Awareness among Officers and Employees

We provide compliance training, including e-learning, to employees of all Group companies in Japan and all Group companies outside Japan. We also provide compliance-related training tailored to the business characteristics of each organization and Group company, including training for officers and corporate ethics lectures incorporated into position-based training at key promotion milestones. Through these initiatives, NTT DATA works to steadily raise employee compliance awareness.

Whistleblowing Systems

To maintain sound management by detecting violations of laws, corporate ethics, and other rules at an early stage and promptly correcting them, we have established a whistleblowing channel that accepts consultations and reports from employees, contractors, and others working for NTT DATA, as well as from business partners. The NTT DATA Group Whistleblowing Policy prohibits any disadvantageous treatment of whistleblowers for making a report through this channel.

Each Chief Risk Officer (CRO) is responsible for handling internal reports. When a violation of laws and regulations, the NTT DATA Code of Business Ethics, or internal rules is confirmed, the relevant company takes disciplinary action, such as a pay reduction or suspension from work, in accordance with its disciplinary rules and other regulations and may also take the matter into account in performance evaluations or personnel assignments, as appropriate.

Prohibition of Bribery and Prevention of Corruption

We address anti-corruption in accordance with the NTT DATA Code of Business Ethics and maintain strict compliance with applicable laws and regulations in each country. No cases of corruption or bribery or related legal disputes were identified in FY2025. We are also developing and strengthening internal control systems for compliance, information security, and other areas and conduct internal audits.

Reference page: Non-Financial Data “Status of Security Incidents, Serious System Failures, Compliance, Anticompetitive Conduct, and Bribery”

Measures to Prevent Unfair Competition

We address antitrust and anticompetitive practices in accordance with the NTT DATA Code of Business Ethics and the NTT DATA Group Competition Law Compliance Policy and maintain strict compliance with applicable laws and regulations in each country. In FY2025, no violations or related legal disputes were identified in Japan or outside Japan.

Appropriate Corporate Branding

As we expand our business globally, we work to promote appropriate recognition of our corporate brand in each country and region and conduct promotional and advertising activities in compliance with applicable local laws and regulations. No violations or related legal disputes were identified in FY2025.



Appendix

128 Third-Party Assurance (LRQA)

129 Non-Financial Data

Planet positive
Greenhouse Gas Emissions and Energy / Waste and Water

Prosperity positive
Supply Chain Status / Security, Critical System Failures, Compliance, Anticompetitive Conduct, and Bribery

People positive
Employment Status / Internal System Users and Working Hours /
Human Resources Development / Human Rights Violations and Activities to Address Social Issues /
Social Contribution Expenditures and Number of Participants (by Region) /
Social Contribution Expenditures and Number of Participants (by Unit) / FY2025 Activity Overview

Governance
Number of Directors /
Status of the Board of Directors, Audit and Supervisory Committee, Independent Officers, and Director Remuneration /
Reports to the Corporate Ethics Helpline and Details

Scope

Non-financial data covers the consolidated Group, with some information provided within the scope outlined below

① NTT DATA Group Corporation, NTT DATA Japan, and NTT DATA, Inc. (Japan)
② Group companies in Japan in addition to ①
③ Group companies outside Japan in addition to ②
④ NTT DATA Group Corporation
⑤ NTT DATA Japan
⑥ NTT DATA, Inc. (Japan)
⑦ Group companies in Japan
⑧ Group companies outside Japan

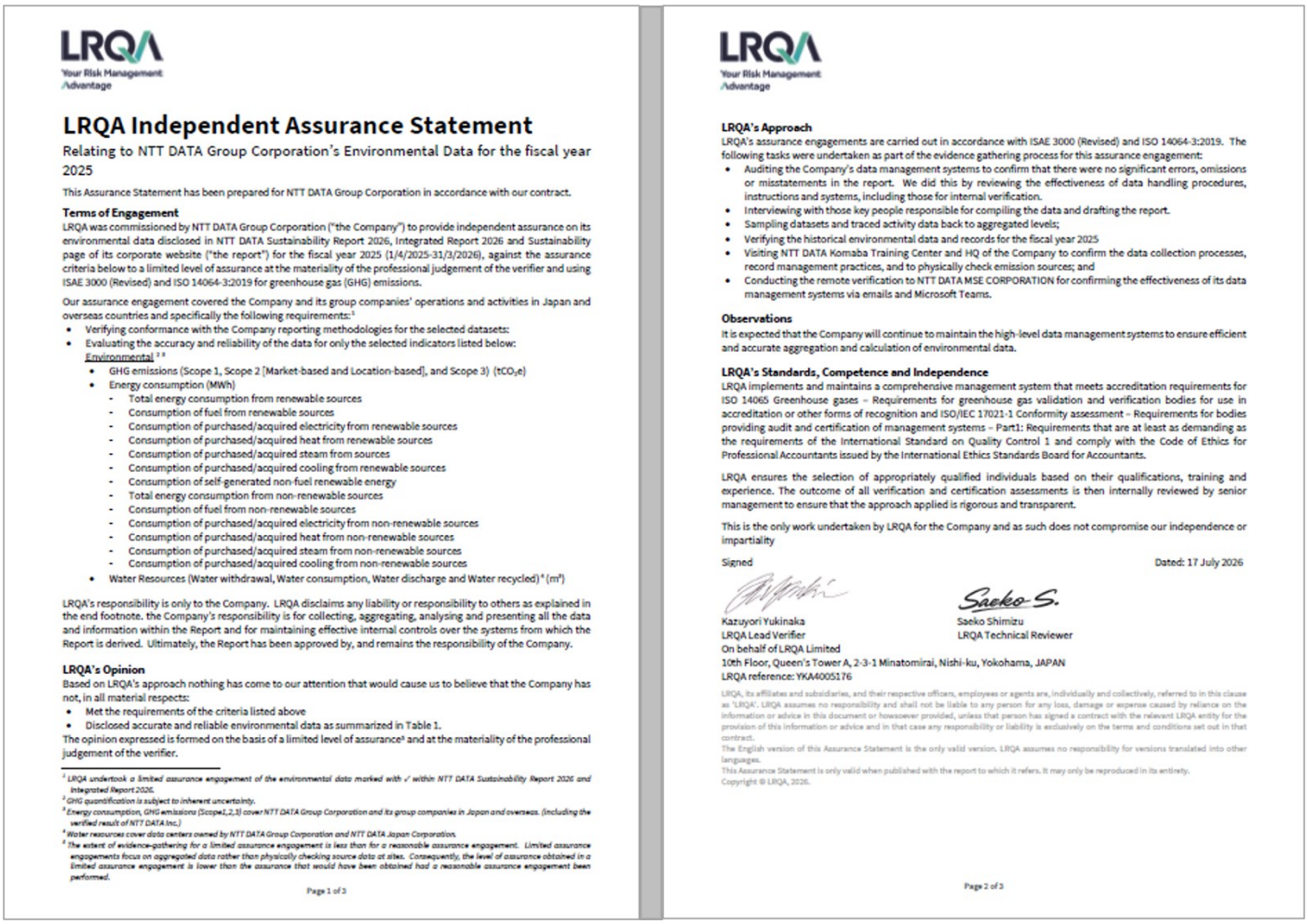
Third-Party Assurance (LRQA)

Environmental data is subject to third-party assurance by LRQA Limited. Check marks (☑) are attached to data that received such assurances

Environmental data

- GHG emissions (Scope 1, Scope 2 [market-based and location-based], and Scope 3) (t-CO_2e)
- Energy consumption and renewable energy consumption (MWh)
- Water resources (water withdrawal, water consumption, water discharge, and water recycled) (m^3)

ⓘ Related webpage: Third-Party Evaluations & Verification



LRQA
Your Risk Management Advantage

LRQA Independent Assurance Statement

Relating to NTT DATA Group Corporation's Environmental Data for the fiscal year 2025

This Assurance Statement has been prepared for NTT DATA Group Corporation in accordance with our contract.

Terms of Engagement

LRQA was commissioned by NTT DATA Group Corporation ("the Company") to provide independent assurance on its environmental data disclosed in NTT DATA Sustainability Report 2026, Integrated Report 2026 and Sustainability page of its corporate website ("the report") for the fiscal year 2025 (1/4/2025-31/3/2026), against the assurance criteria below to a limited level of assurance at the materiality of the professional judgement of the verifier and using ISAE 3000 (Revised) and ISO 14064-3:2019 for greenhouse gas (GHG) emissions.

Our assurance engagement covered the Company and its group companies' operations and activities in Japan and overseas countries and specifically the following requirements:[1]

- Verifying conformance with the Company reporting methodologies for the selected datasets:
- Evaluating the accuracy and reliability of the data for only the selected indicators listed below:

Environmental [2,3]

- GHG emissions (Scope 1, Scope 2 [Market-based and Location-based], and Scope 3) (t-CO_2e)
- Energy consumption (MWh)
  - Total energy consumption from renewable sources
  - Consumption of fuel from renewable sources
  - Consumption of purchased/acquired electricity from renewable sources
  - Consumption of purchased/acquired heat from renewable sources
  - Consumption of purchased/acquired steam from sources
  - Consumption of purchased/acquired cooling from renewable sources
  - Consumption of self-generated non-fuel renewable energy
  - Total energy consumption from non-renewable sources
  - Consumption of fuel from non-renewable sources
  - Consumption of purchased/acquired electricity from non-renewable sources
  - Consumption of purchased/acquired heat from non-renewable sources
  - Consumption of purchased/acquired steam from non-renewable sources
  - Consumption of purchased/acquired cooling from non-renewable sources
- Water Resources (Water withdrawal, Water consumption, Water discharge and Water recycled) [4] (m^3)

LRQA's responsibility is only to the Company. LRQA disclaims any liability or responsibility to others as explained in the end footnote. the Company's responsibility is for collecting, aggregating, analysing and presenting all the data and information within the Report and for maintaining effective internal controls over the systems from which the Report is derived. Ultimately, the Report has been approved by, and remains the responsibility of the Company.

LRQA's Opinion

Based on LRQA's approach nothing has come to our attention that would cause us to believe that the Company has not, in all material respects:

- Met the requirements of the criteria listed above
- Disclosed accurate and reliable environmental data as summarized in Table 1.

The opinion expressed is formed on the basis of a limited level of assurance[5] and at the materiality of the professional judgement of the verifier.

[1] LRQA undertook a limited assurance engagement of the environmental data marked with √ within NTT DATA Sustainability Report 2026 and Integrated Report 2026.
[2] GHG quantification is subject to inherent uncertainty.
[3] Energy consumption, GHG emissions (Scope1, 2, 3) cover NTT DATA Group Corporation and its group companies in Japan and overseas. (including the verified result of NTT DATA Inc.)
[4] Water resources cover data centers owned by NTT DATA Group Corporation and NTT DATA Japan Corporation.
[5] The extent of evidence-gathering for a limited assurance engagement is less than for a reasonable assurance engagement. Limited assurance engagements focus on aggregated data rather than physically checking source data at sites. Consequently, the level of assurance obtained in a limited assurance engagement is lower than the assurance that would have been obtained had a reasonable assurance engagement been performed.

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LRQA
Your Risk Management Advantage

LRQA's Approach

LRQA's assurance engagements are carried out in accordance with ISAE 3000 (Revised) and ISO 14064-3:2019. The following tasks were undertaken as part of the evidence gathering process for this assurance engagement:

- Auditing the Company's data management systems to confirm that there were no significant errors, omissions or misstatements in the report. We did this by reviewing the effectiveness of data handling procedures, instructions and systems, including those for internal verification.
- Interviewing with those key people responsible for compiling the data and drafting the report.
- Sampling datasets and traced activity data back to aggregated levels;
- Verifying the historical environmental data and records for the fiscal year 2025
- Visiting NTT DATA Komaba Training Center and HQ of the Company to confirm the data collection processes, record management practices, and to physically check emission sources; and
- Conducting the remote verification to NTT DATA MSE CORPORATION for confirming the effectiveness of its data management systems via emails and Microsoft Teams.

Observations

It is expected that the Company will continue to maintain the high-level data management systems to ensure efficient and accurate aggregation and calculation of environmental data.

LRQA's Standards, Competence and Independence

LRQA implements and maintains a comprehensive management system that meets accreditation requirements for ISO 14065 Greenhouse gases – Requirements for greenhouse gas validation and verification bodies for use in accreditation or other forms of recognition and ISO/IEC 17021-1 Conformity assessment – Requirements for bodies providing audit and certification of management systems – Part1: Requirements that are at least as demanding as the requirements of the International Standard on Quality Control 1 and comply with the Code of Ethics for Professional Accountants issued by the International Ethics Standards Board for Accountants.

LRQA ensures the selection of appropriately qualified individuals based on their qualifications, training and experience. The outcome of all verification and certification assessments is then internally reviewed by senior management to ensure that the approach applied is rigorous and transparent.

This is the only work undertaken by LRQA for the Company and as such does not compromise our independence or impartiality

Signed Dated: 17 July 2026

Kazuyori Yukinaka
LRQA Lead Verifier
On behalf of LRQA Limited
10th Floor, Queen's Tower A, 2-3-1 Minatomirai, Nishi-ku, Yokohama, JAPAN
LRQA reference: YKA4005176

Saeko Shimizu
LRQA Technical Reviewer

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Non-Financial Data

Planet positive

Greenhouse Gas and Energy

			Boundary	Unit	FY2021	FY2022	FY2023*2	FY2024	FY2025		
									Total	Data Center Business*3	Non-Data Center Business
Greenhouse Gas and Energy*1	Scope1	☑	③	t-CO_2e	9,613	14,018	39,507	48,218	46,186	26,107	20,079
	Scope2	Market-based	③	t-CO_2e	130,066	83,912	307,009	278,970	248,820	170,117	78,703
	☑	Location-based	③	t-CO_2e	165,748	165,792	665,870	685,096	843,577	663,871	179,706
	Scope3	☑	③	t-CO_2e	2,032,993	1,837,924	5,011,792	5,111,151	6,157,782	1,378,805	4,778,977
		Category 1: Purchased goods and services	③	t-CO_2e	746,721	717,508	2,185,193	1,752,139	1,942,034	51,780	1,890,254
		Category 2: Capital goods	③	t-CO_2e	208,849	182,471	665,310	692,552	435,979	153,964	282,015
		Category 3: Fuel- and energy-related activities not included in Scope 1 or Scope 2	③	t-CO_2e	27,124	18,944	445,271	228,759	235,155	197,475	37,680
		Category 4: Upstream transportation and distribution	③	t-CO_2e	52,966	49,269	52,411	27,611	31,794	0	31,794
		Category 5: Waste generated in operations	③	t-CO_2e	3,944	4,129	2,709	1,999	2,413	0	2,413
		Category 6: Business travel	③	t-CO_2e	22,018	45,063	120,118	121,033	72,486	963	71,523
		Category 7: Employee commuting	③	t-CO_2e	30,912	32,874	62,206	41,168	138,024	4,269	133,755
		Category 8: Upstream leased assets	③	t-CO_2e	0	0	0	0	0	0	0
		Category 9: Downstream transportation and distribution	③	t-CO_2e	0	0	0	280	1,062	0	1,062
		Category 10: Processing of sold products	③	t-CO_2e	0	0	0	0	0	0	0
		Category 11: Use of sold products	③	t-CO_2e	842,495	709,613	343,012	1,350,435	2,195,803	0	2,195,803
		Category 12: End-of-life treatment of sold products	③	t-CO_2e	1,983	1,925	41,332	2,556	4,249	0	4,249
		Category 13: Downstream leased assets	③	t-CO_2e	95,981	76,128	1,091,178	880,858	1,052,118	959,154	92,964
		Category 14: Franchises	③	t-CO_2e	0	0	0	0	0	0	0
		Category 15: Investments	③	t-CO_2e	0	0	3,052	11,761	46,664	11,199	35,465
	Emissions intensity*4		③	t-CO_2e/ million yen	0.48	0.33	0.89	0.69	0.63	1.03	0.58
Energy consumption	Electricity consumption	Electricity consumption ☑	③	MWh	329,846	372,509	1,434,724	1,644,612	1,771,961	1,367,799	404,162
		Electricity consumption from renewable sources ☑	③	MWh	92,077	187,028	770,750	1,012,047	1,264,397	979,271	285,126
		Percentage of electricity consumption from renewable sources	③	%	28	50	54	62	71	72	71
	Total energy consumption*5	Total energy consumption ☑	③	MWh	420,728	413,000	1,574,312	1,822,688	1,935,104	1,425,421	509,683
		Total energy consumption from renewable sources ☑	③	MWh	92,077	187,028	770,784	1,012,608	1,265,322	980,190	285,132
		Percentage of total energy consumption from renewable sources	③	%	22	45	49	56	65	69	56
PUE*6			③	–	–	1.40	1.38	–	–	1.35	–

*1 GHG emissions are calculated in accordance with the GHG Protocol's financial control approach.
*2 NTT Limited, which was integrated into the NTT DATA Group in FY2022, has been included since FY2023.
*3 Figures for the "Data Center Business" mainly cover data center operations conducted by the Global Technology Services Unit, in line with the definition used for financial data.
*4 Organization-based emissions intensity for allocating emissions to NTT DATA clients, calculated under the Company-wide Emission Allocation Method by dividing Scope 1 + 2 + 3 (upstream categories) emissions by revenue
*5 Total energy consumption is electricity consumption plus fuel consumption, such as gasoline and city gas.
*6 Calculated for data centers in the Global Technology Services Unit over which NTT DATA has financial control with at least 24 months of IT load utilization ≥ 20%.

Waste and Water*1

		Scope	Unit	FY2021	FY2022	FY2023*2	FY2024	FY2025
Waste*3	Total waste generated	③	t	5,189	4,756	7,380	8,679	5,374
	Total waste recycled/reused	③	t	4,220	3,166	3,495	5,192	3,229
	Total waste disposed	③	t	969	1,590	3,885	3,487	2,145
	Waste landfilled	③	t	40	229	832	939	550
	Waste incinerated with energy recovery	③	t	912	1,181	795	2,176	1,303
	Waste incinerated without energy recovery	③	t	17	18	305	335	293
	Waste otherwise disposed	③	t	—	162	16	2	0
	Waste with unknown disposal method	③	t	—	—	1,937	36	0
Water*4,5,6,7 ☑	Water withdrawal	③	million m³	0.93	0.48	2.10	3.84	4.36
	Water consumption	③	million m³	—	0.16	1.37	1.12	0.43
	Water discharge	③	million m³	—	0.32	0.73	2.72	3.92
	Water recycled	③	million m³	—	—	—	0.02	0.005
WUE*8	All data centers	③	l/kWh	—	0.91	0.69	0.73	0.38*9
	Data centers with evaporative cooling	③	l/kWh	—	1.87	1.77	1.91	1.24*9

*1 Totals might not equal the sum of individual figures due to rounding.
*2 NTT Limited, which was integrated into the NTT DATA Group in FY2022, has been included since FY2023.
*3 Figures for Japan cover office waste only. For operations outside Japan, FY2025 data covers data centers operated by the Global Technology Services Unit.
*4 Data is aggregated for data centers. However, data centers for which water data is confirmed to be unavailable due to the absence of dedicated meters, such as small-scale data centers that share facilities with other entities and small-scale IT server rooms, are excluded. Office water use is excluded because it is solely for sanitary purposes and the volume is small.
*5 Water consumption is the volume of water that is not discharged due to evaporation or other causes after being withdrawn. Water recycled is water that is treated and reused after use.
*6 Monitoring of water discharge and water consumption began in FY2022, and monitoring of water recycled began in FY2024.
*7 Third-party assurance for water data covers Japan only. Water volumes subject to third-party assurance: water withdrawal 418,305 m³, water consumption 200,424 m³, water discharge 217,882 m³, and water recycled 4,949 m³.
*8 WUE is defined as water consumption divided by IT energy consumption; here, however, it is calculated as water withdrawal divided by IT energy consumption. Calculated for data centers in the Global Technology Services Unit over which NTT DATA has financial control with at least 24 months of IT load utilization ≥ 20%.
*9 The decrease in WUE in FY2025 was primarily due to the exclusion from the calculation scope of data centers with relatively high water withdrawal following their transfer to NTT DC REIT as part of asset divestments.

Prosperity positive

Supply Chain Status

		Scope	Unit	FY2021	FY2022	FY2023	FY2024
Percentage of key suppliers engaged through direct dialogue		③	%	100	100	100	100
Implementation and response rates for the supply chain CSR survey (SAQ) administered to key suppliers	Implementation rate	②	%	100	100	100	100
	Response rate	②	%	66.1	88.8	88.6	98.9
	Number of identified high-risk suppliers	②	Cases	0	0	0	0
Implementation and response rates for sustainability initiative assessments conducted with key suppliers and suppliers with potential risks	Implementation rate	③	%	—	—	—	100
	Response rate	③	%	—	—	—	97.9
	Number of identified high-risk suppliers	③	Cases	—	—	—	3
Percentage of procurement staff receiving ESG training	Implementation rate	①	%	100	100	100	100

Security, Critical System Failures, Compliance, Anticompetitive Conduct, and Bribery

Data Item	Scope	Unit	FY2021	FY2022	FY2023	FY2024
Number of significant security incidents*	②	Cases	0	0	1	0
Number of significant system failures	①	Cases	—	2	1	1
Number of anticompetitive/bribery violations	③	Cases	0	0	0	0

* Widely recognized externally as caused by cyberattacks

People positive

Employment Status (1)

			Scope	Unit	FY2022	FY2023	FY2024	FY2025
Total number of employees			③	Persons	195,106	193,513	197,777	201,140
	By company		①	Persons	12,714	13,427	14,052	14,790
		Group companies in Japan	⑦	Persons	29,399	30,882	33,133	34,032
		Group companies outside Japan	⑧	Persons	152,993	149,204	150,592	152,318
		Percentage of employees outside Japan	③	%	78.4	77.1	76.1	75.7
	By gender		③	Persons	195,106	193,513	197,777	201,140
		Male	③	Persons	133,881	130,892	133,144	135,050
		Female	③	Persons	61,225	62,621	64,633	66,090
		Ratio of female employees	③	%	31.4	32.4	32.7	32.9
Number of employees by age group	Under 30		①	Persons	2,777	3,166	3,609	4,030
		Male	①	Persons	1,775	1,969	2,213	2,449
		Female	①	Persons	1,002	1,197	1,396	1,581
	30–39		①	Persons	4,140	4,196	4,258	4,426
		Male	①	Persons	2,900	2,895	2,917	2,993
		Female	①	Persons	1,240	1,301	1,341	1,433
	40–49		①	Persons	3,526	3,645	3,677	3,772
		Male	①	Persons	3,008	3,043	2,998	3,031
		Female	①	Persons	518	602	679	741
	50–59		①	Persons	2,269	2,417	2,504	2,558
		Male	①	Persons	2,018	2,155	2,229	2,288
		Female	①	Persons	251	262	275	270
	60 or older		①	Persons	2	3	4	4
		Male	①	Persons	2	3	4	4
		Female	①	Persons	0	0	0	0

Employment Status (2)

		Scope	Unit	FY2022	FY2023	FY2024	FY2025
Number of managers		③	Persons	36,531	34,764	28,103	28,735
	Male	③	Persons	28,846	27,277	21,965	22,284
	Female	③	Persons	7,685	7,487	6,138	6,451
	Percentage of female managers	③	%	21.0	21.5	21.8	22.4
Number of male managers		①	Persons	2,588	2,700	2,780	2,922
Of whom, department manager level or above		①	Persons	826	920	987	1,071
Male officers (including executive officers)		①	Persons	31	49	47	50
Of whom, executive officers and Executive Vice Presidents		①	Persons	21	28	28	31
Number of female managers		①	Persons	255	327	377	440
Of whom, department manager level or above		①	Persons	45	65	73	76
Female officers (including executive officers)		①	Persons	7	9	10	10
Of whom, executive officers and Executive Vice Presidents		①	Persons	4	4	4	4
Non-Japanese officers (including executive officers)		①	Persons	6	8	10	16
Of whom, executive officers and Executive Vice Presidents		①	Persons	5	5	5	11
Percentage of female managers		①	%	9.0	10.8	11.9	13.96
Of whom, department manager level or above		①	%	5.2	6.6	6.9	6.6
Ratio of female officers (including executive officers)		①	%	18.4	15.5	17.5	20.0
Of whom, executive officers and Executive Vice Presidents		①	%	16.0	12.5	12.5	12.9
Number of newly appointed managers		①	Persons	279	312	343	358
Number of employees newly appointed as managers as of April 1 of the following fiscal year	Male	①	Persons	202	241	263	274
	Female	①	Persons	77	71	80	84
	Percentage of newly appointed managers who are women	①	%	27.6	22.8	23.3	23.5
Average age		①	Age	39.0	38.7	38.4	38.1
	Male	①	Age	40.2	40.1	39.8	39.6
	Female	①	Age	34.8	34.6	34.3	34.1
Average years of service		①	Years	14.5	14.1	13.6	13.1
	Male	①	Years	15.6	15.2	14.8	14.4
	Female	①	Years	11.0	10.6	10.2	9.8
Average salary		①	Yen	8,670,000	8,858,000	8,989,000	9,510,000

Employment Status (3)

			Scope	Unit	FY2022	FY2023	FY2024	FY2025
Starting monthly salary for new graduates	Doctoral degree		①	Yen	301,310	328,260	338,160	350,060
	Master's degree		①	Yen	252,630	265,040	274,790	286,540
	Bachelor's degree		①	Yen	223,130	253,040	262,790	274,540
	High school diploma		①	Yen	193,330	235,040	244,790	256,540
Gender ratio of base salary and total compensation per employee*1	Management level	Basic salary	①	—	1:1.06	1:1.07	1:1.07	1:1.06
		Total remuneration	①	—	1:1.07	1:1.09	1:1.10	1:1.10
	Non-managerial employees	Basic salary	①	—	1:1.15	1:1.15	1:1.13	1:1.11
		Total remuneration	①	—	1:1.16	1:1.14	1:1.14	1:1.17
Number of new graduate hires*2			①	Persons	548	674	697	801
	University graduates and above		①	Persons	544	668	693	800
		Male	①	Persons	351	397	420	506
		Female	①	Persons	193	271	273	294
	Non-university graduates		①	Persons	4	6	4	1
		Male	①	Persons	4	6	4	0
		Female	①	Persons	0	0	0	1
Number of experienced hires			①	Persons	507	565	587	590
	University graduates and above		①	Persons	492	551	567	575
		Male	①	Persons	368	399	410	395
		Female	①	Persons	124	152	157	180
	Non-university graduates		①	Persons	15	14	20	15
		Male	①	Persons	13	12	16	13
		Female	①	Persons	2	2	4	2
Percentage of mid-career hires			①	%	48.1	45.6	45.7	42.4

*1 The same salary structure is applied for both genders. Differences arise from age composition, grade structure, etc. (the ratio of females to males).
*2 The number of new graduate hires includes those hired during the fiscal year.

Employment Status (4)

		Scope	Unit	FY2022	FY2023	FY2024	FY2025
Employee engagement rate	I am proud to work for NTT DATA	③*1	%	–	83	78	75
		①	%	73	71	77	77
	4 KPIs	③*2	%	–	–	72	70
		①	%	–	–	67	70
Percentage of non-Japanese hires		①	%	4.1	2.7	2.5	2.2
Number of employees with disabilities*3		①	Persons	322	336	381	426
Employment rate of persons with disabilities		①	%	2.34	2.32	2.50	2.65
Number of employees who left*4		①	Persons	612	616	660	659
	Male	①	Persons	503	521	545	525
	Female	①	Persons	109	95	115	134
Number of voluntary departures		①	Persons	441	416	438	401
	Male	①	Persons	339	335	346	310
	Female	①	Persons	102	81	92	91
Turnover rate	Overall employee turnover rate	①	%	4.6	4.4	4.6	4.3
	Voluntary turnover rate	①	%	3.3	3.0	3.0	2.6
Reemployment program*5	New hires	①	Persons	60	92	103	120
	Continued employment	①	Persons	144	191	257	290
	Number of users	①	Persons	204	283	360	410
	Percentage of users	①	%	88.2	80.7	85.8	81.6

*1 Through FY2023, figures cover NTT DATA Group Corporation, NTT DATA Japan, NTT DATA, Inc. (Japan), and Group companies outside Japan. The FY2024 figures include these entities plus some additional Group companies in Japan.
*2 Aggregated figures covering NTT DATA Group Corporation, NTT DATA Japan, NTT DATA, Inc. (Japan), and major Group companies in and outside Japan.
*3 The number of employees with disabilities is counted as of June 1 each year (severe disabilities count as two persons per individual).
*4 The number of employees who left includes those retiring at the age of retirement.
*5 The number of employees utilizing the reemployment program is counted as of April 1 of each year.

Internal System Users and Working Hours (1)

		Scope	Unit	FY2022	FY2023	FY2024	FY2025
Number of employees taking childcare leave*		①	Persons	484	540	455	493
	Male	①	Persons	304	373	420	405
	Female	①	Persons	180	167	184	187
	Men's childcare leave uptake rate	①	%	75.4	105.7	100.0	103.1
	Women's childcare leave uptake rate	①	%	101.7	112.1	105.1	104.5
	Return-to-work rate	①	%	98.4	99.7	99.5	99.6
	Retention rate	①	%	96.1	—	—	94.0
Number of employees using reduced working hours for childcare		①	Persons	294	293	266	265
	Male	①	Persons	13	13	12	18
	Female	①	Persons	281	280	254	247
Number of employees taking family care leave		①	Persons	11	9	11	12
	Male	①	Persons	5	5	5	7
	Female	①	Persons	6	4	6	5
	Return-to-work rate	①	%	100	75.0	75.0	81.8
	Retention rate	①	%	100	83.3	—	100.0
Number of employees using reduced working hours for family care		①	Persons	1	2	1	2
	Male	①	Persons	0	1	0	1
	Female	①	Persons	1	1	1	1
Average number of days of paid leave taken		①	Days	16.6	16.2	15.5	15.3
Paid leave utilization rate		①	%	85.2	83.2	79.8	78.9

* The number of men who have taken childcare leave, including leave for the purpose of childcare

Internal System Users and Working Hours (2)

		Scope	Unit	FY2022	FY2023	FY2024	FY2025
Working hours	Total annual working hours	①	Hours	1,996	1,988	1,997	1,996
	Average annual overtime hours	①	Hours	350.4	345.0	349.0	354.0
	Average monthly overtime hours	①	Hours	29.2	28.7	29.1	29.5
Number of occupational accidents	Work-related accidents	①	Cases	2	5	2	10
	Incidence rate		%	0.0	0.0	0.07	0.0
Regular health checkup participation rate		①	%	100	100	100	100
Percentage eligible for specific health guidance		①	%	22.2	21.8	21.2	20.4
Completion rate for specific health guidance		①	%	54.5	51.9	49.2	48.8
Non-smoking rate		①	%	85.2	85.8	86.6	87.2
Stress check participation rate		①	%	89.5	82.2	83.9	84.9
Statutory overwork interview ratio		①	%	100	100	100	100
Number of participants in the Japan Overseas Cooperation Volunteers program		①	Persons	0	2	2	1
Annual paid leave	Days granted	①	Days	19.5	19.4	19.4	19.4
	Days taken	①	Days	16.6	16.2	15.5	15.3
	Utilization rate	①	%	85.2	83.2	79.8	78.9
Remote work environment adoption rate		①	%	—	—	—	100
Remote work utilization (implementation) rate		①	%	71.1	63.2	60.5	58.2

Human Resources Development

		Scope	Unit	FY2022	FY2023	FY2024	FY2025
Training (per employee)	Average annual training hours	③	Hours	41	40	45	44
		①	Hours	91	89	99	120
	Average annual training cost	③	Thousands of yen	103	111	101	—
		①	Thousands of yen	162	156	203	244
Internal job posting program	Number of applications	①	Persons	268	291	281	274
	Number of transfers		Persons	173	169	169	163
NTT Group Job Board*	Number of applications	①	Persons	21	87	114	125
	Number of transfers	①	Persons	13	37	40	54
Number of newly certified Professional CDP employees		②	Persons	1,470	1,690	1,850	2,415
Number of employees newly completing the Global Leadership Program (GLP)		③	Persons	31	33	32	31

* Includes applicants and transferees from other companies to NTT DATA posts, as well as NTT DATA employees applying for or transferring to posts at other companies.

Human Rights Violations and Activities to Address Social Issues

	Scope	Unit	FY2022	FY2023	FY2024	FY2025
Number of confirmed human rights violations	①	Cases	2	1	3	6

Social Contribution Expenditures and Number of Participants (by Region)*1

By region	FY2023			FY2024			FY2025		
	Donation Amount*2 (million yen)	Social Contribution Related Expenses (million yen)	Number of Participants (persons)	Donation Amount*2 (million yen)	Social Contribution Related Expenses (million yen)	Number of Participants (persons)	Donation Amount*2 (million yen)	Social Contribution Related Expenses (million yen)	Number of Participants (persons)
Japan	250.81	7.53	6,858	240.68	88.50	2,529	264.14	77.57	3,458
North America	6.58	1.87	3,656	51.89	1.31	10,556	28.20	0.45	668
Central and South America	6.26	244.51	603	8.91	14.82	991	17.09	8.34	1,124
Europe	418.28	154.23	26,258	221.11*3	328.89*3	13,688*5	179.22*3	129.88*3	29,422*5
APAC Region	189.57	6.92	9,892	257.13	3.61	11,436	334.76	0.37	6,299
Total by region	871.5	415.06	47,267	779.72	437.13	39,200	823.42	216.62	40,971

Social Contribution Expenditures and Number of Participants (by Unit)

By unit*4	FY2023			FY2024			FY2025		
	Donation Amount*2 (million yen)	Social Contribution Related Expenses (million yen)	Number of Participants (persons)	Donation Amount*2 (million yen)	Social Contribution Related Expenses (million yen)	Number of Participants (persons)	Donation Amount*2 (million yen)	Social Contribution Related Expenses (million yen)	Number of Participants (persons)
Regional Units*5	303.56	394.76	15,484	268.48	318.70	14,367	533.96	138.16	15,468
Global Units*6	317.13	12.76	24,925	270.58	29.76	22,304	25.33	0.89	22,045
Total by unit	620.69	407.52	40,409	539.06	348.46	36,671	559.28	139.05	37,513

FY2025 Activity Overview

Indicators	FY2025 Results
Group-wide coverage	More than 70 countries and regions
Number of consolidated subsidiaries	610
Number of participants in social contribution activities	40,971
Expenditure on social contribution activities	¥1,040,040,000

*1 Since FY2023, the aggregation scope has been divided into more detailed regions, and social contribution expenditures have been aggregated globally.
*2 Amounts are converted into yen using the NTT DATA Group's full-year exchange rate for the relevant fiscal year.
*3 Includes results from Africa.
*4 Figures by unit exclude Japan.
*5 The regional operations of NTT DATA, Inc., and NTT Ltd. have been reorganized into three Regional Units (EMEAL, APAC, and North America), creating an integrated structure that enables centralized delivery of offerings in each region.
*6 Global Units cover shared services provided by NTT DATA Business Solutions and NTT Ltd.

Governance

Number of Directors

		Scope	Unit	FY2022	FY2023	FY2024	FY2025
Total directors		④	Persons	13	13	11	11
Directors who are not Audit and Supervisory Committee Members			Persons	9	9	7	7
Internal	Male		Persons	5	5	4	3
	Female		Persons	0	0	0	1
	Total		Persons	5	5	4	4
Outside (including independent outside directors in parentheses)	Male		Persons	3 (3)	3 (3)	2 (2)	2 (2)
	Female		Persons	1 (1)	1 (1)	1 (1)	1 (1)
	Total		Persons	4 (4)	4 (4)	3 (3)	3 (3)
Directors who are Audit and Supervisory Committee Members			Persons	4	4	4	4
Internal	Male		Persons	0	0	0	0
	Female		Persons	0	0	0	0
	Total		Persons	0	0	0	0
Outside (including independent outside directors in parentheses)	Male		Persons	2 (1)	2 (1)	2 (1)	2 (1)
	Female		Persons	2 (2)	2 (2)	2 (2)	2 (2)
	Total		Persons	4 (3)	4 (3)	4 (3)	4 (3)
Internal directors with executive responsibilities		④	Persons	4	4	3	4
Internal non-executive directors		④	Persons	1	1	1	0
Outside directors		④	Persons	8	8	7	7

Status of the Board of Directors, Audit and Supervisory Committee, Independent Officers, and Director Remuneration

		Scope	Unit	FY2022	FY2023	FY2024	FY2025
Board of Directors	Number of meetings	④	Times	19	18	17	18
	Attendance rate		%	100	99.6	98.9	97.3
	Attendance rate of independent outside directors		%	100	99.2	98.0	96.5
Audit and Supervisory Committee	Number of meetings	④	Times	29	25	24	21
	Attendance rate		%	100	100	100	100
	Attendance rate of independent outside directors		%	100	100	100	100
Composition of total director remuneration: fixed and performance-linked remuneration		④	%	Fixed: 50 Short term: 30 Medium to long term: 20			

Reports to the Corporate Ethics Helpline and Details

	Scope	FY2023			FY2024			FY2025		
		Number of Reports			Number of Reports			Number of Reports		
			Disciplinary Action	Formal Warning		Disciplinary Action	Formal Warning		Disciplinary Action	Formal Warning
Total number of reports	②	165	2	24	217	5	13	306	9	23
Compliance violations	②	26	2	24	18	5	13	32	9	23
Internal rule violations	②	25	1	24	18	5	13	31	8	23
Violations of laws and regulations	②	1	1	0	0	0	0	1	1	0
No violation	②	139	—	—	199	—	—	274	—	—
Number of harassment reports	②	125	0	22	176	5	11	182	6	19
Compliance violations	②	22	0	22	16	5	11	25	6	19
Internal rule violations	②	22	0	22	16	5	11	25	6	19
Violations of laws and regulations (human rights infringements, etc.)	②	0	0	0	0	0	0	0	0	0
No violation	②	103	—	—	160	—	—	157	—	—
Number of reports concerning inappropriate business practices	②	23	2	0	19	0	2	59	1	1
Compliance violations	②	2	2	0	2	0	2	2	1	1
Internal rule violations	②	1	1	0	2	0	2	1	0	1
Violations of laws and regulations	②	1	1	0	0	0	0	1	1	0
No violation	②	21	—	—	17	—	—	57	—	—
Number of reports concerning personal use of company funds	②	8	0	0	17	0	0	47	2	2
Compliance violations	②	0	0	0	0	0	0	4	2	2
Internal rule violations	②	0	0	0	0	0	0	4	2	2
Violations of laws and regulations	②	0	0	0	0	0	0	0	0	0
No violation	②	8	—	—	17	—	—	43	—	—
Other reports	②	9	0	2	5	0	0	18	0	1
Compliance violations	②	2	0	2	0	0	0	1	0	1
Internal rule violations	②	2	0	2	0	0	0	1	0	1
Violations of laws and regulations	②	0	0	0	0	0	0	0	0	0
No violation	②	7	—	—	5	—	—	17	—	—